

The Carisover 1997 fund invests in larger UK and Continental European buyouts, ranging from £50m to £1bn.

Cooling the global markets' meltdown

In the first of two reports, **Gerard Baker** reveals how world leaders cushioned the shock of Russia's financial collapse

Monday, August 17 was billed in advance as a day of truly historic significance in Washington. Well before dawn, the television cameras and are lights had begun sprouting on the front lawn of the White House to capture the few visual highlights of what promised to be history in the making.

Inside, President Bill Clinton was preparing to testify on closed circuit television before a grand jury over allegations he lied and obstructed justice in the Monica Lewinsky case. The drama presaged the first presidential impeachment in this century and the eyes of the world were on the executive mansion throughout the stormy summer's day.

But across the street, behind the soaring porticoes of the US Treasury building, a different sort of drama was unfolding, one that might prove even more momentous than the potential impeachment of a president. The Russian government had bowed under the weight of international financial pressure and allowed the rouble to float, at the same time restructuring (a euphemism for defaulting on) much of its foreign private debt.

As President Clinton started his final preparations to save his presidency, officials began grappling with their initial response to what they would later describe as the most serious financial crisis the world had faced in 50 years.

Over the next few weeks world markets plunged into a frightening downward spiral. A group of senior officials at the Treasury, the Federal Reserve and the White House put together a crisis response designed to forestall a collapse. These included Robert Rubin, the Treasury secretary, Lawrence Summers, his deputy,

Gene Sperling, chairman of President Clinton's national economic council, Alan Greenspan, the Federal Reserve chairman, and William McDonough, the president of the New York Fed.

According to Mr Rubin, the atmosphere of the discussions throughout was intense but never panicky. "I don't think you gain very much by sitting there, wringing your hands and trying to figure out how awful it all is. What you need to do... is to try to get the things done that will get the best response in the situation."

It is clearly too early to say their actions, together with those of other countries' policymakers, stopped the slide. But, several months on, as a degree of stability has been restored, the thinking behind the decision making is beginning to emerge in more detail. Based on interviews with several of the leading participants, what follows is an account of some of that thinking.

As the world began to digest the Russian collapse in the week after the devaluation, the scale of the global crisis it precipitated became clearer. Emerging markets imploded. But, more vexing for US policymakers, investors took flight from all but the safest American securities. Stock prices fell 7 per cent in the next two weeks; corporate bond issuance began to dry up.

Officials had long feared that a stock market correction was coming. As Mr Greenspan had said the previous month: "We know... from history... that a correction is likely. What we cannot say is when." A global market collapse would be potentially devastating. The robust US economic expansion might be brought to a standstill, knocking away the only prop to global growth.

Neither track was without obstacles. Mr Greenspan had to move cautiously. He needed to consult the other members of the central bank's policy-making open market committee. Several

members were sceptical of what they saw as the Fed putting international financial market concerns above the demands of the domestic economy. In spite of all the fears, US growth was still robust, money supply was expanding rapidly and inflation would surely follow.

One member of the committee, Jerry Jordan, the president of the Cleveland Fed, was especially critical - he even proposed raising interest rates in August to head off inflation.

But in a series of crucial discussions over the next month, the Fed's policymakers eventually coalesced around a strategy that produced a sharp easing of policy - three interest rate cuts in seven weeks.

Jackson Hole, in the Grand Teton Mountains of Wyoming, is surely one of the most invigorating spots from which to view a world in crisis. At the end of August, Fed and other central bank officials and private sector economists gathered for the annual policy symposium there organised by the Kansas City Fed. While the ostensible point of the gathering was to discuss the innocuous-sounding subject of income inequality, the global market collapse was the subject of most private conversations.

The day before the meeting, August 27, New York stock prices fell a further 4 per cent, bringing their average cumulative decline in the last two weeks to more than 8 per cent. Bond prices were still in decline.

In a succession of chats in his rooms at the rustic Jackson Lake Lodge, Mr Greenspan sounded out all the members of the FOMC present. In discreet telephone calls, sometimes between strokes on the golf course, he kept in touch with Mr



Rubin and others in Washington and New York.

The committee members agreed that Mr Greenspan could give his first clear public signal that the Fed was ready to cut interest rates. A few days later, on September 4, the chairman flew to San Francisco for a long-scheduled speech. He departed from his published theme in the first few moments to send the message.

"It is just not credible that the United States can remain an oasis of prosperity unaffected by a world that is experiencing... greatly increased stress," he said. The Fed had changed its view about the risks to the US economy since the summer, he added. Now it needed "to consider carefully the potential ramifications of ongoing developments".

The effect was instant. Markets surged in the next few days as expectations of US rate cuts took hold. Hopes of an early return to stability grew.

At the Treasury, meanwhile, officials were pursuing their part of the strategy - co-ordinating an international response. This was

tricky. The message world leaders sent had to be credible, but also realistic.

Brad was in negotiations with the IMF and nothing the global leaders said could be allowed to undermine those difficult discussions.

There were also divisions within the G7 about how much should be done to promote growth.

In the UK, which was chairing the G7, someone had hit on the idea of holding a summit meeting to demonstrate policymakers' resolve.

At the White House, President Clinton, who by now was hosting almost daily discussions with advisers on the crisis, was also thinking about some kind of grand gesture. But what? In the coming weeks he would speak frequently with Tony Blair, the British prime minister.

US Treasury officials were strongly against the idea of an emergency meeting of G7 leaders. It might raise unrealistic expectations of what could be achieved, and worse, might even result in public differences among the leading powers.

But with the crisis deepening and the Fed chairman already embarked on a course that seemed to promise interest rate cuts, surely it ought to be possible to produce a global commitment - in the form of a public statement - to bolster growth?

There were objections. With European monetary union approaching, the Germans were reluctant to give markets any sign they would cut interest rates to stimulate growth. They felt, in any case, that did not need stimulating. The Japanese, with interest rates already at rock bottom, were not convinced they could do much more.

In the end, the statement, issued on September 14 by G7 finance ministers and central banks was robust enough: "The balance of risks in the world economy [has] shifted away from inflation - towards much slower growth," it said.

"The purpose was to try to affect the mindset of policymakers all through the industrial countries. Getting that [mindset] memorialised in a statement was a way of

further promoting it - and I think that affected the atmosphere going forward," says Mr Rubin.

To heighten the drama, Mr Clinton - days after the publication of the report recommending his impeachment in Washington - made a landmark speech in New York on the threat to the global economy, and the longer-term need for global financial reform.

The strategy then, was in place - the Fed was signalling interest rate cuts in the offing. The rest of the world had signed on to a promise to promote growth; markets were showing early signs of stabilising.

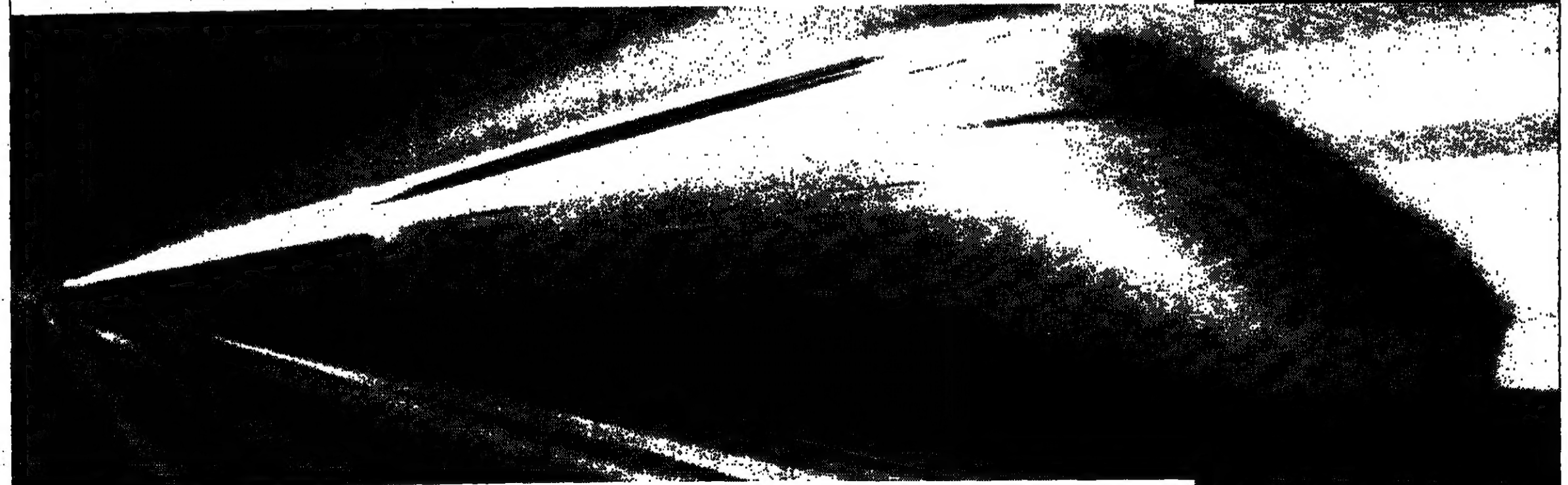
The reaction, as it had been to Mr Greenspan's September 4 speech, was encouraging. Asian European and US markets recovered.

But at the Fed and the Treasury officials suspected that the worst was far from over. In New York, rumours swirled that a leading financial institution was on the brink of collapse.

Tomorrow: A hedge fund collapses, financial markets "settle up", the Fed to the rescue again.

**MAMMALS
REPLACED THE DINOSAURS
BECAUSE THEY WERE FASTER,
SMALLER
AND MORE AGGRESSIVE.**

(Charles Darwin)



The train in the photograph is a ETR500 built by Consorzio Tren

**FERROVIE
DELLO STATO**

EVOLVING TO COMPETE IN EUROPE.

Ferrovie dello Stato is undergoing major reorganisation in response to customer demands to increase its competitiveness in a more open market situation. Although their needs vary, all our customers get the same treatment: the best one. The overhauling of Ferrovie dello Stato is a large step forward in travel convenience.

INTERNATIONAL

BAGHDAD DEFIANCE SAUDI ARABIA ATTACKED OVER POSTPONED ARAB LEAGUE FOREIGN MINISTERS' MEETING

Iraqi aircraft 'flying in no-fly zone'

By Randa Khalaf in Baghdad

Iraq yesterday attacked leading Arab governments, accusing Saudi Arabia of forcing the Arab League to postpone a meeting of foreign ministers and Egyptian President Hosni Mubarak of following the US policy of "double standards" in its dealings with Iraq.

Baghdad also stepped up its defiance against the west, claiming that its own aircraft were flying in the northern and southern "no-fly zones", despite US insistence yesterday that it would continue to enforce the zones.

Taha Yassin Ramadan, Iraqi vice-president, said Iraqi aircraft were "flying in a normal manner in Iraqi airspace", only a day after a clash in northern Iraq resulted in US aircraft firing on an anti-aircraft battery and killing four Iraqi soldiers.

Mr Ramadan pledged on Sunday that Iraq would not recognise the no-fly zones set up by the 1990-1991 Gulf war allies to protect the Kurds in the north and the Shi'as in the south.

He told AP television yesterday that the exclusion zones existed "only in the

sick imagination of the British and American administration".

Mr Ramadan also reiterated a Baghdad claim that Iraq had shot down a US aircraft on Monday, though the US said all its aircraft had returned safely.

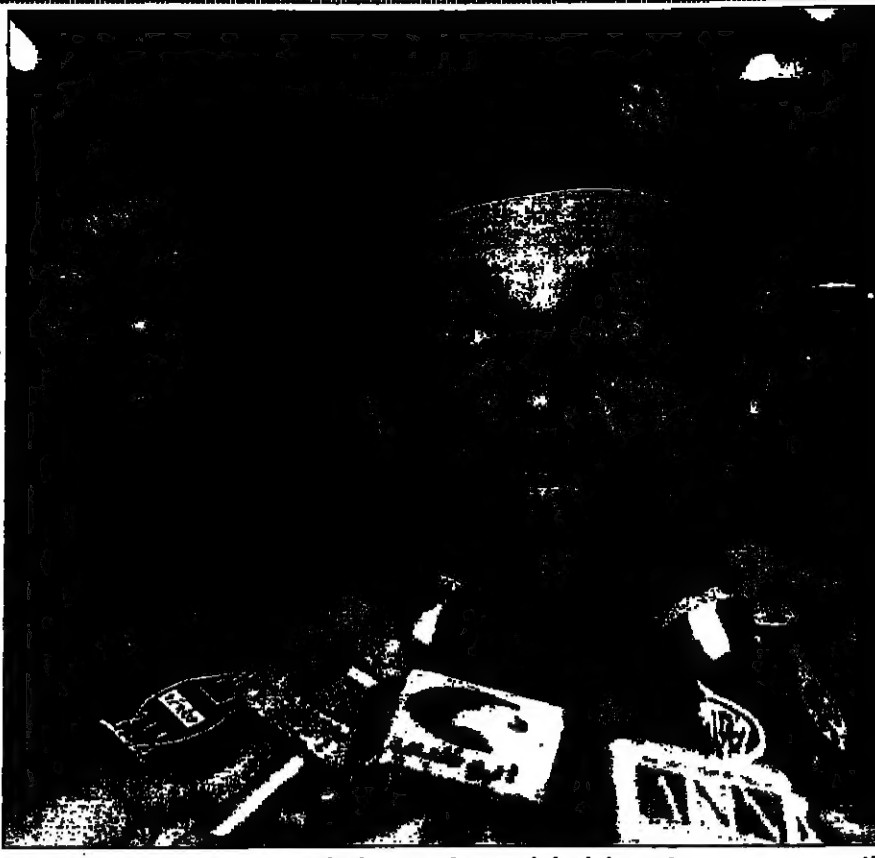
Iraq's wrath yesterday was directed mainly at Arab leaders. A foreign ministry

claim that it had shot down a US fighter aircraft on Monday

officially condemned the Arab League's decision to put off a meeting on Iraq planned for today until January 24 as running counter to Arab League rules. The official insisted that the decision to delay the meeting came after a secret visit to Cairo by the Saudi foreign minister.

The Arab League meeting is important to Iraq, Baghdad has been trying to

capitalise on the expressions of support it received in the Arab world during the four-



Taha Yassin Ramadan's aircraft are 'flying in a normal manner in Iraqi airspace'

day US and British military strikes earlier this month and it has attempted to put pressure on Arab leaders to soften their policies towards it.

"The meeting would have told the world and the Iraqi population that Iraq's isolation was over," said a senior Iraqi diplomat.

"The problem is that, by January 24, we don't know what the diplomatic situation will be, whether the momentum will be gone or

diluted, and whether all of the 17 countries which had said they would attend the meeting would still be there."

Anger at Arab governments was also expressed yesterday by Tariq Aziz, Iraq's deputy prime minister.

He wrote a rare editorial in Al-Jumhuriya, a government mouthpiece, strongly criticising recent statements by the Egyptian president blaming the Iraqi leadership

for the US-led air strikes.

"Mr Mubarak, the leader of the biggest Arab nation, did not say what many rulers, politicians and writers - some in the west - said and that is that the [US] aggression did not have any international legal basis and contradicted United Nations Security Council resolutions and threatened the role and position of the UN," said Mr Aziz.

"Mr Mubarak is exercising the same double standards as the US."

Khmer Rouge chiefs apologise

By Ted Barakat in Bangkok

Two top Khmer Rouge leaders, their movement now defunct, yesterday offered the first apologies ever to the Cambodian people for their genocidal rule two decades ago and then asked their countrymen to "forget the past".

Although few Cambodians are likely to forget the four-year killing spree in which as many as 2m people - one-fifth of the country's population - died, the prime minister, Hun Sen, has for the moment ruled out a trial of the two former Khmer Rouge leaders, who surrendered on Christmas Day.

Instead, Hun Sen greeted the two - a former prime minister, Khieu Samphan, and a top ideologue, Nuon Chea - with hearty embraces as they arrived in Phnom Penh, the capital which they ordered evacuated in 1975.

Khieu Samphan said he was "sorry, very sorry" for the deaths under the regime directed by the late Pol Pot. "We would like to apologise and ask our compatriots to forget the past so our nation can concentrate on the future. Let bygones be bygones."

Nuon Chea, asked who was to blame for the massacres of Cambodians under Khmer Rouge rule, said: "Let's consider that an old issue. I cannot clarify that."

Khieu Samphan said he had received assurances from Hun Sen that they would not be put on trial, particularly an international one currently being considered by the United Nations.

"Please let the Cambodian people resolve this problem," he said. "As you know, Hun Sen has warmly welcomed us. If we have to say who was wrong and who was right, etc., etc., we cannot have national reconciliation. We cannot put an end to the war."

The Khmer Rouge were destroyed as a fighting force when their stronghold of Angkor Veng fell to government forces in May.

Amnesty International yesterday condemned the Cambodian government's moves to allow the former Khmer Rouge leaders to escape justice over the reign of terror.

"It is a tragedy for Cambodia that, just as the international community is looking the issue of impunity for gross violators by establishing an international criminal court, the authorities should be institutionalising impunity for the terrible crimes of the recent past," the London-based human rights watchdog said. "Bygones are never bygones until the truth has been told."

Malaysia to borrow from consortium of foreign banks

By T.J. Tan in Kuala Lumpur

Malaysia is borrowing US\$1.5bn from a consortium of 12 foreign commercial banks operating in the country, Mustapa Mohamed, the second finance minister, said yesterday.

The five-year loans would be used to recapitalise troubled local banks and to finance infrastructure building projects.

The 12 banks include Citibank and Chase Manhattan of the US, Germany's Deutsche Bank, Bank of Tokyo, Standard Chartered of the UK, and United Overseas Bank and Overseas Union Bank of Singapore. Of the 38 commercial banks in Malaysia, 16 are foreign banks.

Malaysia will pay interest at 3 percentage points above London interbank offered rates for the bulk of the funds. Some US\$100m of the loans will be denominated in yen and will be similarly priced above Tokyo interbank offered rates.

Effectively Malaysia will be paying about 8 per cent interest for the money. Were it to borrow on international markets, some analysts believe Malaysia might have to pay almost double that.

Last autumn, Malaysia imposed capital controls, effectively cutting itself off from global financial markets. This allowed the authorities to lower local interest rates without hurting the exchange rate, which had earlier been targeted by speculators. This relative stability allowed the authorities to recapitalise the bank-

ing sector, whose problems lie at the heart of Malaysia's economic woes.

Both Moody's Investors Service and Standard and Poor's have downgraded Malaysia's ratings to just above junk bond status, although with a debt-service ratio of about 15 per cent its ability to repay is regarded by bankers as adequate.

According to Mr Mustapa, the terms of the loan have an implied "AA" rating, indicating the banks' confidence in Malaysia. "It proves our point that Malaysia has been grossly underrated, deliberately perhaps," he said.

There were no indications that the banks would be given concessions on such long-standing complaints as restrictions on the opening of new branches, which have severely limited their ability to increase deposits.

Malaysia has been borrowing heavily to restore liquidity to the financial system.

Its borrowings have included US\$500m from the Asian Development Bank, US\$300m from the World Bank and ¥74bn (US\$635m) in commercial loans from Japan's Nomura Securities and Sumitomo Bank in a deal largely backed by the Japanese government. Locally, Malaysia has raised M\$8bn (US\$1.1bn) through the issue of government bonds.

The country is seeking a further US\$2.4bn from the World Bank and US\$5bn from Japan's Miyazawa Plan, designed to assist Asian economies in trouble.

YEMEN KIDNAPPINGS FOUR TOURISTS KILLED AS GOVERNMENT FORCES STORM STRONGHOLD

Unexpected tragedy in tribal struggle

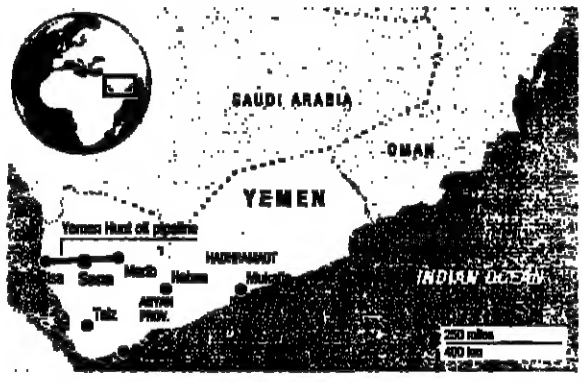
By Robin Allen

Kidnapping, abductions, and blood feuds are part of the ancient tribal history of Yemen - a land whose central government in Sana'a has never been able to enforce its authority for long in the remote mountainous areas which comprise some 80 per cent of the country.

Despite the ancient tribal adage, "myself against my brother; my brother and I against my father; my family against my uncle; my tribe against the outsider", foreigners have rarely been harmed.

Even when they have it was largely in a blood-colonial war and more often in urban areas such as Aden and parts of the wild hinterland of southern Yemen. Yemenis fought the British in the years leading up to the 1967 withdrawal.

Yesterday's tragedy, which ended in the death of four western tourists, occurred when government security forces stormed the kidnappers of 15 of a group of 18 tourists. The deaths will be



seen by many tribesmen as a denial of Yemeni tribal hospitality to foreigners and will exacerbate the bad blood between the central government and rural tribesmen angry at perceived government neglect and corruption.

Yemen was united in name for a second time after a bitter civil war in 1994, but remains one of the poorest states in the Arab world. In the northern part in particular it is one of the most overpopulated in proportion to what the land can support. It is also one country

where a man is not considered to be worth his salt unless he both chews gum and a mild narcotic leaf from a plant looking like a privet hedge, and carries a Kalashnikov sub-machine gun. The number of Kalashnikovs has by general consent outnumbered Yemen's 18m population three-to-one.

Monday's abduction of 18 western tourists, if confirmed to have been by Islamic militants, also represents the first time that tourists have been kidnapped for political reasons rather than economic gain.

The first kidnapping of a foreigner by armed tribesmen took place in 1991. Since then the numbers have grown to 15 in 1996 and more than 20 in 1997. By this year the total number will have risen to about 100.

In all but the two most recent cases this month, the fiercely independent tribesmen had demanded proper water and basic facilities such as graded roads and a modicum of sanitation and education facilities.

When tourists have not been available for kidnapping, the tribesmen have not hesitated to turn their weapons on government troops, most of whom come from the same tribal confederation as president Ali Abdullah Saleh.

Last June and July more than 250 people were killed in clashes throughout north and south Yemen between local tribes and central government forces.

Attacks on oil pipelines, operated by Hunt Oil in the north and Canadian Occidental Oil company in the south, have been another

way to try to get money out of the state.

According to Abdul-Aziz Al-Sagoff, editor-in-chief of Yemen Times, "snatching foreigners has done the trick to get attention to win their fair share of development projects. But the state

The deaths will be seen as a denial of Yemeni tribal hospitality

remains oblivious to the needs of the people."

Widespread disaffection has been exacerbated by plunging oil prices and the worsening economy. In an effort to reduce the budget deficit, likely to reach 10 per cent of gross domestic product this year, the government, pushed by the International Monetary Fund, has cut subsidies on basic foodstuffs. Prices of petrol, wheat, flour and cooking oil have risen sharply.

Property lending increases sharply

By Louise Lucas in Hong Kong

Property lending in Hong Kong rose sharply last month, largely reflecting the onslaught of new development launches that followed a small pick-up in prices in October and November.

Official figures released yesterday show the amount of gross new loans made last month surged 80.5 per cent to HK\$10.3bn (US\$1.33bn) from HK\$5.4bn (US\$698m) in October.

The growth was helped by lower lending rates, with 93 per cent of the new loans granted at the best lending rate plus 0.5 per cent or below, compared with 49.6 per cent of new loans in October. Analysts reckon December could also be stronger, but do not view the figures as heralding a turnaround for the beleaguered sector.

Y.K. Choi, acting deputy chief executive of the Hong Kong Monetary Authority, the territory's *de facto* central bank, said: "In view of improved market conditions, we expect new mortgage lending to continue to grow in December."

The rise in transactions on property, one of the pillars of Hong Kong's economy, offered only a small glimmer of optimism against an overall bleak economic outlook. The government said yesterday third-quarter gross domestic product shrank by 7.1 per cent.

Hong Kong's tycoons upset by growing 'politicisation'

Tensions between populist politics and business interests are reaching new heights in the territory. Louise Lucas reports

Festering tensions between populist politics and business interests reached new heights in Hong Kong last week when Li Ka-shing, the property tycoon, said he had scotched a HK\$10bn (US\$1.33bn) joint project because of the political climate.

Mr Li did not elaborate, but his comments echo rumblings within the business community that the territory, which - carrels notwithstanding - prides itself on its *laissez-faire* principles, is becoming too politicised.

The divide has been exposed largely by the destruction of wealth in the wake of the Asian financial crisis. Hongkong Telecom clashed with trade unions over a proposed pay cut; home owners marched to Hongkong Bank over mortgages; and Mr Li's own company, Cheung Kong, took legal action against defaulting home buyers.

However, the seeds of polarisation were sown long before the recession.

Hong Kong's history is steeped in business, and business leaders have grown accustomed to helping shape policy.

The rigours of a partially elected Legislative Council, or parliament, are an altogether new phenomenon. Hong Kong's fledgling democracy was put on ice immediately after the handover of sovereignty in July last year - Beijing's

response to UK efforts to accelerate the pace of democracy - but returned with a vengeance in May.

Pro-democracy parties dominated the popular vote, capturing 14 of the 20 directly elected seats. The other 40 seats, elected through small committees and professional associations, are largely the preserve of pro-business and pro-Beijing groups.

Those returning after their year in the wilderness were quick to make up for lost time, and have taken seriously their role as scrutineers, monitors and champions of causes close to the hearts of people (although their ability to introduce bills is severely limited).

This has not always endeared them to the local business fraternity, where scrutiny of transactions and eloquent disapprovals (particularly when made in front of television cameras) are unwelcome. Thus Mr Li won plenty of support for his comments, at home and from across the border.

Although Mr Li was in part settling personal scores (against the too vociferous politicians who squealed when he sued defaulters on apartments, and again when he won a plot of government land at a better-than-expected price), his broader theme reached receptive ears.

Businessmen, ranging from small-scale restaurateurs negotiating their way

through a maze of licensing procedures, through to big property developers, have voiced similar sentiments. They claim the territory's free market economy is being hampered by vote-hungry politicians.

"Hong Kong has changed. Before, it was an economy-led city and now it is a politics-led city," Rommie Chan, head of Hang Lung Development, said this month.

But Mr Li sparked jitters among the ranks of pro-democracy circles and at the grassroots level, where the new-found attentions of politicians fighting their battles on livelihood concerns have been warmly received.

This is unlikely to bother Mr Li and his ilk. Self-made men, who climbed to the top of the wealth rankings by dint of hard work rather than state hand-outs, their sympathy for trade unions and others would be minimal even if it did not have an impact on their businesses.

Their Hong Kong - the colony where they sought refuge, and worked their way to riches - is one where the rich hold sway and enjoy the ear of the leader, and where contracts are always honoured.

For many years, Hong Kong was like that. The Legislative Council, Hong Kong's parliament, has always had a strong business bent and even today legislators representing the



Li Ka-shing: sparked jitters among ranks of pro-democracy circles

functional constituencies, small business and professional groupings collectively have power of veto on votes.

The Executive Council, an appointed private cabinet which advises the leader, has likewise always had a strong business weighting, and Tung Chee-hwa, Hong Kong's chief executive and a former shipping magnate, has stuck with the tradition.

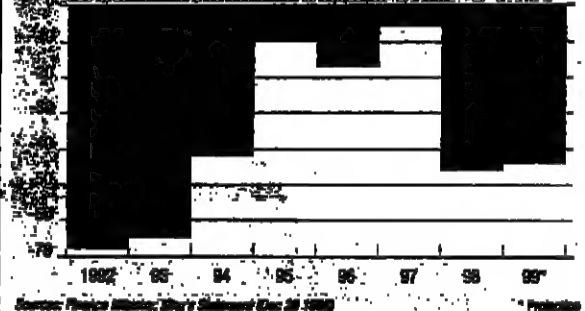
This year, a number of Mr Tung's policies have aided big business, especially the property developers who have benefited from the nine-month moratorium on government land sales.

The August intervention in the stock market, when the government spent HK\$118bn to prop up prices and frustrate speculators' tactics, largely benefited the share prices of blue chip

companies and property developers, such as those controlled by Mr Li.

Bob Broadfoot, managing director of the Political and Economic Risk Consultancy in Hong Kong, reckons many policy decisions emanate from business leaders such as Mr Li. Mr Li's views and Mr Tung's views, either because they communicate or because they come from the same background, are very similar," he says.

Mr Tung has tacitly backed Mr Li by affirming his desire to foster a business-friendly environment, but sidestepped the bigger debate. As Hong Kong pushes towards greater democracy, and tycoons raise the stakes by withholding investment, this is a luxury Mr Tung may no longer be able to afford.



Oil price decline forces Saudis to cut spending

By Robin Allen in Dubai

Low oil revenues have forced Saudi Arabia, the world's largest oil exporter, to cut projected spending in 1999 by 12 per cent to SR165bn (\$44bn) from last year's actual expenditure of SR189bn.

According to official statements made after Monday's cabinet meeting chaired by King Fahd, head of state and prime minister, total 1999 revenues are estimated at SR121bn, the lowest this decade.

Some economists reckon even this low level, which suggests a projected price of \$18 per barrel for the average mix of Saudi crude, is too optimistic. They point out that Saudi Arabia earns \$1.50-\$2.00 less than North Sea Brent, which hit \$9.17 earlier this month and which has averaged \$13 per barrel throughout the year.

According to official Saudi estimates, this year's actual fiscal deficit soared to SR46bn, 9 per cent of gross domestic product, compared with the SR18bn projected last January. Next year's fiscal deficit would be met by domestic borrowing.

US government figures suggest nominal Saudi GDP will have declined by nearly 13 per cent this year, with per capita income falling to \$6,100 from \$7,200 last year, lower than that of Latvia.

Crown Prince Abdullah, who has been running the day-to-day affairs of the government for most of this year, has warned Saudis that, with the end of the days of high oil revenues, they must learn to live on less.

His statements presaged the cuts in state spending in this year's budget and further reductions in subsidies. But economists say neither will come in time for the

government to meet its stated goal of balancing the budget by 2000.

While 1999 allocations for education, at SR42.9bn, health and social services, at SR18.7bn, and municipality services at SR6.6bn, are largely unaffected, capital spending, which takes up only 15 per cent of the total, has been cut still further.

Infrastructure spending has been cut by 15 per cent and transport and communications by more than 50 per cent, while estimates for defence spending suggest cuts on capital equipment and current maintenance will exceed 25 per cent.

According to Foad al-Farsi, information minister, the king suggested a "continued good performance" by the private sector had offset public sector problems.

The king's instructions, according to Mr Al-Farsi, were to "curb spending, achieve a fiscal balance, and avoid borrowing 'except in very tight situations'", a strategy Saudi bankers say is "an object exercise in accentuating the positive and minimising the negative".

Bankers said it was becoming harder each year for the government to continue financing its deficit by domestic borrowing. Even Hamad al-Sayari, governor of the Saudi Arabian Monetary Agency (SAMA), the central bank, warned last week that "continued domestic borrowing lessens resources available to the private sector".

Only a serious effort, bankers suggest, to restructure loss-making state enterprises such as the power companies and Saudi Arabian Airlines, as well as to cut state subsidies further, will enable the government to keep within its projected deficit for 1999.

SINGLE CURRENCY SENIOR OPPOSITION PARTY MPs SEEK FIRMER COMMITMENT ON EARLY ENTRY

Pro-euro Conservatives press Blair

By Robert Peston, Political Editor

Pro-euro Conservatives are to press Tony Blair, the prime minister, for a firm commitment that he plans to take the UK into the single European currency as the price for their participation in a cross-party campaign.

Talks are at an advanced stage on the creation of an all-party group to promote the euro. The plan is to launch it early in the new year, according to a senior

Conservative MP and former minister.

Conservatives canvassed to play a leading role in it, including Kenneth Clarke, Michael Heseltine and Ian Taylor, are in no doubt it would be an embarrassment to William Hague, the Conservative leader, who is opposed to joining the euro for at least eight years.

"Blair will, of course, exploit it to highlight divisions in our party," said a Conservative MP.

They are, therefore, planning to tell the prime minister he cannot have their backing "for free". Mr Taylor said: "We are not there to provide convenient support for Blair."

Another former minister said the prime minister must "come off the fence" on the euro. "I am not going to make the running for the prime minister: I will back him if he takes the lead, but he cannot expect us to make the tough decisions for him," he said.

Mr Taylor gave three conditions for his participation in an all-party group. "It must be clear that economic policy is designed to enable us to make the decision to join early, there must be an indicative timetable to help industry make its preparations, and Blair must lead the campaign," he said.

Mr Hague would find it difficult to punish Tory MPs who campaigned against Conservative policy on the euro, since he has said it is a "conscience issue" not subject to normal rules of party discipline.

However, he will be under pressure from Eurosceptic colleagues to find a pretext for punishing any colleagues who joined a cross-party pro-euro lobby group.

"Can you imagine how damaging it would be for us in a general election if Ken and Michael campaigned in favour of the euro," said a shadow minister. "Attacking the euro is the main weapon in our armoury."

Any cross-party MPs group would be linked to Britain for Europe, the umbrella organisation for euro-campaigners that shares resources with the European Movement, a pro-European lobby group partly funded by Brussels.

Although the chairmen of most big UK companies are sympathetic to the euro, Britain for Europe is struggling to raise money.

NEWS DIGEST

HOUSING

Price rises expected to be above inflation rate

House prices will rise faster than inflation in 1999, but will climb more slowly than in 1998 due to the faltering economy, according to Halifax, the UK's biggest mortgage lender.

It predicts prices will rise by 4 per cent next year, slowing from a 5-6 per cent rate of increase this year. "While house prices in Greater London and the south-east are likely to increase more slowly than in 1998, the south is expected to continue to record the biggest rises in prices. This is principally because the rest of the country is likely to be more badly affected by the economic downturn due to its higher dependence on the internationally traded sector which will be worst hit by the global economic slowdown and the high value of the pound," the bank says.

It predicts base rates will fall from 6.25 per cent to around 5.5 per cent by the middle of next year, but gives no mortgage-rate forecast. Christopher Brown-Humes

RECEIVERSHIPS

Business failures rise 6%

Economic slowdown and the strength of sterling have forced tens of thousands of businesses into receivership this year, contributing to a sharp rise in corporate failures.

A report published today shows that 200 UK companies are collapsing each month. A rapid increase in insolvency is likely to continue well into next year.

According to Dun & Bradstreet, the credit information company that produced the report, some 88,634 businesses failed in 1998, an increase of 6.2 per cent from 36,388 last year. The annual rise is the first since the height of the recession in 1992.

"The collapse of world markets and the strong pound are the main contributors," said Philip Mellor, analyst at Dun & Bradstreet.

"You have had company start-ups failing as you would in good times, but their problems have been compounded."

Manufacturers dependent on exports to east Asia have been hit hardest. Christopher Adams and Norma Cohen

LEGAL PROFESSION

Move to improve image

Question: "How many lawyers does it take to change a light bulb?" Answer: "How many can you afford?"

For centuries greedy lawyers have been the butt of jokes, but now, the much-abused profession has had enough.

The Law Society, representing 70,000 solicitors in England and Wales, has called in spin doctors to repair their tarnished image.

Bless Lancaster, public relations consultants, have been hired to defend the solicitors against what they say are unfair "fat cat" slurs and growing criticisms.

Bless Lancaster will work with the society until the summer, helping to find new outlets - including the media - to communicate "a positive image" for solicitors, and advising on internal procedures. Brian Groom

Joint attack on Iraq puts overseas alliances to the test

The assault on Baghdad raises questions about Britain's relations with the US and the rest of Europe, writes Robert Peston

Within hours of cruise missiles raining down on Iraq before Christmas, Bob Cook, the chief foreign minister, was hosting a glittering Christmas party in the majestic Locarno Rooms of the Foreign Office in Whitehall.

It was an open secret among the politicians, journalists and business people present that the US and UK were about to launch an attack. One senior minister described the event as the "Ball before Waterloo". Others joked that the start of the campaign was being timed to coincide with the most popular news programme in the UK, ITN's *News at Ten*.

But behind the strained humour lay an uncomfortable fact for most of those present. The relatively new Labour government was going to war for the very first time.

Now that UK and US plots have returned to base - although remaining on alert, as Monday's US strike showed - the mood among ministers is sober. They recognise they face uncomfortable questions.

Apart from the crucial one about whether Saddam Hussein has really been put "back in his cage" - to use

the catchphrase trotted out by Tony Blair, the prime minister, as a substitute for detailed analysis - there are implications for the UK's overseas alliances. Has the prime minister chosen an Atlanticist destiny over a European one, having insisted for months that no such choice was necessary?

Mr Blair's aim, since the general election 19 months ago, has been for the UK to be a "bridge" between the US and the European Union.

On the eve of the outbreak of hostilities, he gave the latest formulation of the approach in a London speech. The UK was "realigning once and for all that Britain does not have to choose between being strong with the US or strong with Europe". It "must be both", he said. The theory was that "we are stronger in Europe because of our strength with the US" and vice versa.

Ministers and officials insist that this "Third Way" between the US and EU remains intact. "It is not a case of the UK siding with the US rather than Europe over Iraq, because there is no European policy on the Middle East," said a senior government member.

On the other hand, the UK has caused offence to some



Even handed: Blair's aim has been for the UK to be a 'bridge' between the US and the EU. Jason Orton

leading EU members - France, Italy and Sweden - although ministers take comfort from the supposedly muted nature of French opposition. And the prime minister's office is delighted at the backing it has received from Germany and Spain.

However, there may be damage to UK foreign policy ambitions because the episode highlights European

disunity on security issues at a time when Mr Blair is working closely with the French government to create a defence capability for the European Union.

Ministers insist there is no sign of the French becoming more wary of the plan and say that the new institutional architecture for the EU should emerge in the

first half of next year. In fact all the intelligence we are receiving indicates that other EU members think the case for strengthening Europe's foreign and defence decision-making capability has increased," said a UK diplomat.

But other EU members may eventually question whether there is any point in setting up new decision-

making machinery for Europe in respect of defence, if the UK is bound to side with the US on a regular basis.

"Clearly there is no possibility of our agreeing any arrangement for the EU which would prevent us doing the sort of thing we have just done in Iraq," said an official.

This undermining of Mr Blair's European credentials would matter less if he had extracted a huge price from Bill Clinton, the US president, for UK military support.

Mr Clinton ought to be grateful, since it was only the UK involvement which allowed him to claim he was motivated by national and global security concerns - and not by a desire to put pressure on congress to suspend its impeachment proceedings against him.

In fact, as UK officials concede, there is a strong probability that Mr Blair has given succour to an irretrievably wounded US president, whose successor - even if it should turn out to be Al Gore, the Democrat vice-president - would feel under little obligation to repay the debt.

In the harsh light of the end of the year, ministers may look back at the "Ball before Waterloo" and see it instead as the naive celebration of a somewhat spurious victory.

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The new movement
L.U.C.
Heir to a proud watchmaking tradition

The automatic movement presented by Chopard is called L.U.C. - short for Louis-Ulysse Chopard - in tribute to the company founder. Setting this fine calibre off to its best advantage, the L.U.C. men's watch is produced in limited series of 1860 in yellow gold, rose gold, white gold and platinum. Model with the "poisson de Genève" hallmarked and a hand-guilloché dial. Ref. 167186/02. Available at leading watch-specialists and jewellers worldwide. For an illustrated catalogue and list of nationwide correspondents, please telephone J.W. Benetton Ltd. on 0171-446-6553 or fax 0171-446-6366.
E-mail: benetton@ukbusiness.com

ETCEBA
AN AFFILIATE OF THE NATIONAL BANK OF GREECE

INVITATION
TO SUBMIT BINDING OFFERS FOR THE PURCHASE OF
THE ARTIFICIAL KIDNEY DIALYSER PLANT IN LARISSA-GREECE OF IPTI

On the basis of Article 6, par. 1 (b) of L. 2000/81, it is announced that the Artificial Kidney Dialyser Plant in Larissa - Greece (AKDP) is offered for sale. The procedure to be followed is that of an International Public Tender Offering under the following terms and conditions:

1. THE OBJECT OF THE SALE
The transaction refers to the sale of AKDP, which is owned solely by the Institute of Pharmaceutical Research and Technology (IPTI), as an operating entity. The offer is to be made as a whole and not to specific parts of its fixed assets, which consist of the land, the buildings and the machinery. AKDP is being sold on an "as is where is" basis and IPTI is not responsible for any possible true defects.

2. SUMMARY INFORMATION
AKDP is situated in a self-owned 20,002 sq.m. plot of land within the Industrial Zone in Larissa - Greece (approximately 380 km from Athens) and was designed and built for producing polysulphone and copolysulphone hollow fiber dialysers. The production capacity of AKDP amounts to 200,000 dialysers on a yearly basis. Its construction commenced at the end of the year 1989 and was completed in the year 1994, nevertheless up until now it was never engaged in any production activity. Despite that, both buildings and machinery are being properly maintained and are in a very good condition.

It is indicated that the technology and know-how for the production of hollow fiber dialysers by AKDP is that of the German company "Fresenius Medical Care GmbH". Fresenius has assigned IPTI the right to use the above technology and know-how based on a manufacturing license and know-how agreement concluded between them. Due to this reason, no third party has the right to use this certain know-how in the production of hollow fiber dialysers by AKDP without the prior approval of "Fresenius Medical Care GmbH". In case the interested parties wish to operate AKDP for the production of hollow fiber dialysers using this specific know-how, they should contact the aforementioned company's representatives: Dr. Andreas Stopper or Mr. Rolf Gross, phone: (0049) 8172-2172, fax: (0049) 8172-2180 in order to assess whether Fresenius may agree on an assignment to them of the know-how.

3. FINANCIAL ADVISOR TO THE IPTI FOR THE SALE
The role of the exclusive Financial Advisor to the IPTI for the sale of AKDP was assigned to ETCEBA S.A. (12-14 Amalias Ave., 102 36 Athens, Responsible: Mr. A. Sytkas, Tel: 3236259 Fax: 3236255 and Ms. K. Martini, Tel: 3236259 Fax: 3236255).

4. TERMS AND CONDITIONS FOR SUBMITTING BINDING OFFERS

- The present tender will take place in accordance with the provisions of Article 6, par. 1 (b) of L. 2000/81 as in force today, the terms included in this invitation, as well as in accordance with the terms provided for in the relative "Offering Procedure Letter", which will be made available to the interested parties from the Advisor's premises, regardless of whether such terms are repeated or not herein. Submission of an offer implies the acceptance without any reservations of these terms by the bidder. The offer submitted must, on the penalty of unacceptance of the offer, refer to AKDP as a whole and not to specific parts of its fixed assets. Reservations or proposals of different terms and conditions will be disregarded. Conditions of any kind or reserves, including those for the binding character of the offer, shall be considered as non-existent and will not be taken under consideration. Designation of a third party as a buyer by the offeror is acceptable, provided that there is a relevant provision in the offer and that the third party is named in reasonable time prior to the signature of the final Purchase Agreement.
- Interested parties are invited to submit binding offers at the premises of ETCEBA S.A., 12-14 Amalias Ave., 102 36 Athens, not later than 12:00 p.m. on Monday, February 16th, 1999. The submission of the offer must be made in person or through a duly authorized for that purpose representative. Overdue offers will not be accepted and will not be taken into consideration.
- All offers must be accompanied, on the penalty of nullity of the offer, by a Letter of Guarantee to the amount of one hundred million GRD (100,000,000 GRD) issued by a Bank legally operating in Greece, valid for both low bidders and the highest bidder, until the signing of the Purchase Agreement and in any case expiring not later than April 30th, 1999. The text of the Letter of Guarantee is set forth in the "Offering Procedure Letter".
- The unsealing of the offers submitted will take place in the premises of the Advisor at 13:00 p.m. on Monday, February 16th, 1999 and can be attended by all those who have submitted a timely offer, as well as by a representative of IPTI.
- The offers must be submitted on the basis of a final Draft Purchase Agreement, as it will be finalized after the receipt and possible incorporation into it of any remarks by interested parties to review and audit AKDP and form their own view on its condition. The submission of an offer implies that the interested party is fully aware of the true and legal position of AKDP and no additional terms will be accepted over and above those included in the final Draft Purchase Agreement.
- Offers must explicitly mention the total price offered as well as the way and time (in case of instalments) of payment. A credit for the price is acceptable provided that at least 25% of the total amount offered is paid in cash upon the signing of the Purchase Agreement, while the rest will be payable in semi-annual or annual instalments, the first not later than a year from the signing of the Purchase Agreement and upon the condition that it is wholly secured by a Letter of Guarantee issued by a Bank legally operating in Greece. All taxes and transfer expenses will be paid by the buyer.
- The submitted offers must be accompanied by a Business Plan-Investment Program for AKDP in which the interested parties must undertake a firm commitment as to the amount of investments to be realized. This issue will be the object of contractual commitment by the buyer.
- The criteria for the evaluation of the offers are (a) the price offered (b) the Business Plan and Investment Program and (c) the experience of the interested party with regard to production and/or commerce of dialysers and/or other medical and pharmaceutical products. The evaluation system and the contribution of each of the above criteria to the final aggregate grade of each submitted offer will be made known to the interested parties together with the "Offering Procedure Letter", available from December 28th, 1998. From January 5th, 1999 the interested parties will also receive the initial Draft Purchase Agreement upon which they can make comments, to be submitted to the Advisor until January 22nd, 1999 at the latest.
- In case an offer provides for payment of the price on credit, its evaluation will take into account its present value, calculated by means of a fixed discount rate over the whole payment period, which will equal the interest rate carried by the latest annual issue of Greek State Treasury Bills issued prior to the deadline for the submission of binding offers.
- Penalty clauses will be agreed to for failure of the buyer to comply with its commitments.
- The prevailing offer will be the one to obtain the highest grade according to the evaluation system as set out in par. 8 above.
- In the event that the person or entity to whom purchase of AKDP shall be awarded breaches its obligation to appear at the place and the time to be determined by the pertinent invitation of IPTI and to execute the respective Purchase Agreement on the terms set forth in its present, as well as on those included in such party's offer, as finally formulated, then the amount of the agreed guarantee (Letter of Guarantee) shall be forfeited for the benefit of IPTI, as a penalty acknowledged and accepted to be fair and reasonable, the payment of which shall in no case mitigate any additional liability of the offering party arising on the basis of the law.
- IPTI retains the right to declare the tender process abortive, if the prevailing offer is not judged wholly satisfactory to them.
- IPTI maintains the right to modify the terms of the present invitation during the whole period of the tender, including the deadline for the submission of binding offers and the offering procedure, if it is judged necessary, provided that the interested parties involved in the tender process are informed in writing.
- Those parties participating in the present tender process and submitting an offer do not acquire any right, claim or demand from the present invitation and their participation in the tender process, against IPTI or its Advisor for any reason or cause whatsoever.

The present document has been drawn up in the Greek language and translated into English. In any case however the Greek text prevails.

Requests for copies of this invitation, the "Offering Procedure Letter" and any other information must be addressed to the Advisor as follows:

ETCEBA S.A.
14 Amalias Avenue 102 36 Athens, Greece
Attention: Mr. A. Sytkas Tel: (301) 32 36 255 fax: (301) 32 36 253
Attention: Ms. K. Martini Tel: (301) 32 36 255 fax: (301) 32 36 250

INFORMATION TECHNOLOGY & MANAGEMENT

INFORMATION TECHNOLOGY INTERNET SECURITY

The key to building trust in e-commerce

Public key infrastructures will give potential online customers the confidence they demand, writes Alan Stewart

The electronic commerce community never tires of claiming that it is safer to entrust your credit card number to cyberspace than give the card to a waiter in a restaurant.

There is a lot of truth in this but, unfortunately, not everyone believes it. A US internet shopping survey published by Ernst & Young earlier this year found that almost 70 per cent of those who had yet to make an internet purchase were uncomfortable sending credit card details over the web.

For e-commerce operators, such lack of trust among potential users is a worry, as it could hold back the development of online business.

As Khalil Barsoum, IBM's European general manager, industries, puts it, "It's security is a concern of your customer, then it's your concern too."

Many companies are now combating security problems, perceived or real, by investing in what is known as a "public key infrastructure" (PKI). According to Mr Machefsky of Giga Information Group, the market analyst, this is the most critical enterprise security investment a company will make in the next three years. "PKI technology solves the problem of who is out there trying to do business with you by providing strong authentication with digital certificates," he says.

A PKI allows reliable business communications by providing privacy and data integrity through the use of encryption and digital signatures. Public key cryptography is a technique in which

two keys are used to encrypt and decrypt a message, one being a public key made known to everyone. "That key is used to encrypt messages you send to me," explains Mr Machefsky. "It is the nature of public key cryptography that the message can only be decrypted with my private key, which is my secret."

Conversely, a message can be encrypted with a private key, and decrypted only using the corresponding public key. "That allows public key cryptography to be used for digital signatures, authentication and non-repudiation," says Mr Machefsky. "A digital certificate is an online document that binds my identity to a particular public key."

The Radicati Group, another US analyst, forecast recently that revenues for enterprise PKI software would grow from \$250m in 1996 to more than \$1bn by 2001. Radicati also predicted that the market for out-

sourced PKI services would rise from \$35m in 1996 to \$962m by 2002.

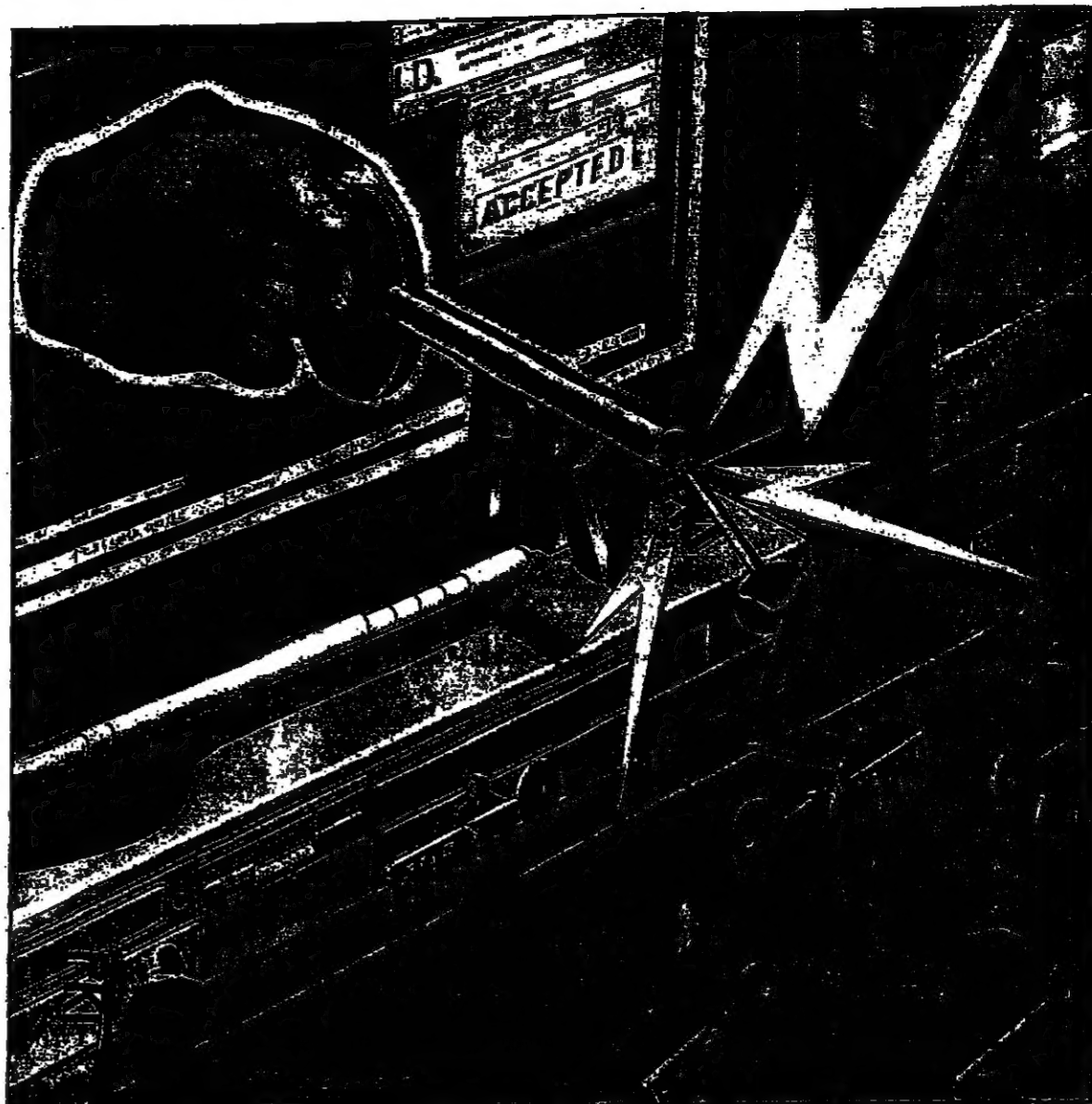
The main suppliers in the PKI field are Entrust Technologies, a US-based spin-off from Northern Telecom that offers PKI software for a company to purchase and deploy itself, and VeriSign, which makes PKI services available on an outsourced basis. Other PKI suppliers include US companies Entrust, Netscape and Xcert. Zergo of the UK and Ireland's Baltimore Technologies, which is being acquired by Zergo.

Leading businesses outsourcing their PKIs via VeriSign include US financial services providers Morgan Stanley, National Bank and First Union (to enable secure private transactions with customers and employees over the Internet), telecoms company USWest (issuing certificates to retail customers to allow them access to product, billing and service information), and computer manufacturer Texas Instruments (to allow partners, employees and customers access to data on intranets and extranets).

Meanwhile, a wide variety of companies and organisations purchase PKI software for their own use. "In the last six to nine months, a number of large blue-chip companies, such as banks, pharmaceutical firms, and aerospace companies, have been running pilots prior to carrying out large-scale roll-outs," says John Hughes, Entrust's director of European business development. Mr Hughes expects to see a big push towards large corporate PKIs in the second quarter of 2000, as spending to fix year 2000 problems tails off.

In the UK, the Royal Mail is about to launch a "trusted third party" security service underpinned by Entrust's PKI, according to Andrew Young, business systems manager.

The Royal Mail will be providing the software to customers and publishing a directory of certificates con-



CASE STUDY SWIFT

Service with security

Swift, the Brussels-based bank-owned co-operative that supplies secure messaging services to more than 5,800 financial institutions in 156 countries, is basing its security infrastructure on Entrust's PKI, writes Alan Stewart.

As well as handling the information exchange needs of its members, Swift also provides services to brokers, investment managers, securities deposit and clearing organisations and stock exchanges.

The organisation's current network is based on the use of keys at either end of the line for encryption and authentication. These need to be distributed physically to users, and several bespoke systems for key-exchange have been deployed.

According to Carlo Schupp, Swift's senior security product manager, the organisation realised about two years ago that it needed to implement a PKI to provide automatic management of its public key security, and which could also be used by its customers.

Erik Guidetoppe, director of global information security at Swift, believes the use of a PKI will support the organisation's need to strengthen security through encryption, authentication and non-repudiation.

Central management of keys is expected to simplify key and certificate revocation (cancellation). Swift will also be able to validate messages by checking signatures without having to decrypt them, as it does with its current system.

The original plan was to use the PKI with existing services, and Swift has already replaced its in-house solutions in some areas. It has now decided, however, to develop new services and to concentrate on implementing its PKI in these.

Currently, several areas are under development, including a system that will handle the secure exchange of trade documents. The PKI will also support secure messaging services for a euro clearing system run by the Paris-based European Banking Association, and form the core of Swift's new electronic trust service. This will provide member banks with certificates to sell on to their corporate customers, so they too can carry out secure transactions over the web.

Ware is providing what it claims is a highly secure extranet-based global cash management service, based on a PKI from Entrust, using data encryption and digital signatures. Banca Nazionale del Lavoro, an Italian financial services

government, its preferred way of service delivery. "We're now developing the business applications that'll make use of the new infrastructure," says Michael de Rosenroll, director of the government's interdepartmental PKI task force.

The earliest, most prevalent uses will involve remote access, distance work, mobile offices with government inspectors, and access controls so that staff in provincial offices can access federal databases.

But Mr de Rosenroll stresses that, "to have a really sound business case, we have to interoperate federally, provincially, and internationally with other PKIs." As important as the technical interoperability, he says, is having legal and policy frameworks that are compatible. An organisation needs to be able to rely on a certificate issued by an external PKI and vice versa.

"That's probably the ultimate challenge: to ensure the interoperability between PKIs," says Mr de Rosenroll.

The Radicati Group foresees a battle over security standards over the next few years, but expects that industry and government organisations will increasingly work together to establish interoperable standards. Already, rival PKI software suppliers are co-operating to make sure their systems are interoperable, but the proof will come only through testing.

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MY SECRET WEAPON HARUKO FUKUDA ON PRAGMATISM AND A SAMURAI SPIRIT

Intense drive to bridge two cultures

Courage and stamina have taken the Japanese high flier to the top, says Alison Maitland

Haruko Fukuda, a doyenne of London's financial community, has achieved many firsts. A member of the council of the Nikko Research Centre, a global economic institute, she was the first Japanese woman to work at a senior level in a Japanese financial institution, as vice-chairman of Nikko Europe. Earlier, as a partner at James Capel, she was the first foreign woman member of the London Stock Exchange. As the eldest daughter of the late Masaru Fukuda, a senior ministry of finance official who served in Washington and London in the 1960s, she was educated in Japan, the US and UK and became the first Japanese undergraduate admitted to Cambridge without a previous degree. A free trader and currency, Miss Fukuda, 52, will be taking up new business posts in the new year after Nikko closes its London operations because of the economic turmoil in Japan.

The two most important things that have made my career moderately successful are stamina and courage. I possess a samurai spirit of never giving up. But I also carry on the British tradition of pragmatism and applying creative ideas and imagination in solving business problems.

When I was 14 I went to America with my parents. The contrast between my very traditional Japanese life in Tokyo before and in Washington after was great. Before, I was surrounded by family and friends in a very closed society. Then I was suddenly put in the middle of a mixed American junior high school surrounded by a different language and culture. I didn't speak English very well and yet I had to keep up with the rest of

the class. I worked tremendously hard to make sure I did. That generated in me a sense of American-style competitiveness.

Two years later my father was transferred to the embassy in London and it was the same thing all over again. I had to take "O" levels in the very year I went to a Highgate girls' school and then "A" level exams. Then I had to strive to get into Cambridge for an examination and interview.

At Cambridge I gained the courage to express my opinions. I gained a firm belief in the correct scale of values in human life. For example, personal integrity, humanity and kindness are very important when you are leading a team of people or making decisions for a company.

At Cambridge, we were all friends and equals. I didn't expect it to be otherwise in the outer world. By and large, this has been proved right. In fact, it has been rather an advantage to be a woman and Japanese because people noticed and remembered me. I have been lucky because I have been working in the City, where the tradition is one of non-discrimination. I have always worked with men on equal terms, even in restaurants with gels, where I was treated as an honorary man. It was very enjoyable because I enjoy male company and the cut and thrust of argument.

Stamina is important in the City. Doing business across time zones required large amounts of stamina, particularly in such an intensely competitive environment. I can keep going with five or six hours of sleep. Throughout my commercial life, courage has been an important factor, not just in expressing views but in making business decisions.

I suppose that my most special quality is that I am perhaps more deeply steeped in both British and Japanese business cultures than any other Japanese of my generation. For several years, at James Capel in London, I was conducting a larger business with Tokyo in Japanese stocks



"It has been rather an advantage to be a woman and Japanese because people noticed and remembered me" David Ahmed

and shares than anyone else in the City. When I moved from a British to a Japanese stockbroker, the change of cultures was a challenge. The British reach decisions by debate, sometimes fierce. In Japan they are reached by consensus-building. Informally, behind the scenes as it were. I prefer the former but the effort needed to operate effectively in the latter was valuable experience. I sought to bridge the two cultures. It's very sad for me to see Nikko close down in London after 40 years of strenuous effort.

My life has been extremely busy at all times and intellectually intensive as well. I find physically creating things, such as gardening or cooking, therapeutic. I became an instant gardener in 1981 when I bought an old house in Suffolk with a big garden which needed lots of work. Gardening has taught me not to be a perfectionist. Whatever you plan, it doesn't turn out exactly as you intend.

INFORMATION TECHNOLOGY BRIEFS

Set-top box for television that reads your mind

Cable and satellite television have brought dozens of new channels into the home but it can still be a challenge to find something worth watching.

Video tape recorders, with their "time-shift" ability, provide a partial solution but are difficult to operate and rather primitive in their options. Meanwhile, most video-on-demand and "interactive" TV trials have been expensive flops - Time Warner is rumoured to have spent \$150m (£89m) on its Orlando, Florida, project before it was abandoned.

Now a California start-up called TiVo founded by James Barton and Michael Ramsey, two former Silicon Graphics engineers, believes it has cracked the problem. They have designed an intelligent, simple-to-use set-top box digital recorder that aims to deliver "customised TV" to its users by storing programmes locally rather than on a centralised server.

The TiVo box, which is expected to cost about \$300 and be capable of recording up to 20 hours of television, operates somewhat like a VCR but is much more flexible and does not require any user programming. It "discovers" which programmes to store by monitoring a family's viewing habits and building up a user profile.

Stored programmes can be watched at the user's convenience and unwatched footage is eventually erased to make room for new material. "TiVo literally turns broadcast television upside down - giving viewers ultimate control over what they choose to watch and when they choose to watch it," says the company. "Any programme - even live broadcasts in progress - can be paused, rewound or fast-forwarded."

www.tivo.com

An answer to video nasties

Many video cassette recorders send out infra-red signals to switch channels on a satellite or cable receiver. This enables users to record from different

channels in succession, without having to change them manually or set an event timer on the satellite receiver, writes David Murphy.

But users tend to store satellite channels in different positions on their receivers, so they have to instruct the VCR where each channel is stored.

On Thomson's VPH6990, however, once the initial set-up procedure has taken place, the VCR scans all received satellite channels and memorises their position on the satellite receiver. When a VideoPlus recording for a satellite broadcast is programmed, the VCR knows automatically which satellite channel to tune to.

The VCR also features a way of setting the timer which is, arguably, even simpler than the VideoPlus system. The user tunes the VCR to the channel he wishes to record and calls up an "Onscreen TV Guide" which lists all the programmes broadcast on that channel that day. The user highlights the programme to be recorded and hits the OK button on the remote control to automatically set the timer.

A version of the VCR which will switch channels on digital TV decoders from Sky and On Digital should be available in the UK in the second half of 1999.

www.thomson-multimedia.com

Rio grand for music on the move

The Sony Walkman portable cassette recorder transformed music on the move for a generation and has only recently begun to be replaced by portable CD-players and CD mini-discs. However, these devices have some drawbacks: All have moving parts, cassette tapes are not always the best quality and can become tangled and disc players tend to "skip" if moved violently.

To overcome these problems Diamond Multimedia, best known for its video cards and other PC peripherals, has developed the first portable MP3 music player for less than \$200 (£120).

The palm-sized Rio PMP300 stores, on a built-in 32Mb flash memory card, up to 60 minutes of high quality digital audio that has been compressed using the MP3 internet music standard. This means there are no moving

parts - and no skips. Playback time can be extended using removable flash memory cards.

MP3 files can be a quarter to one-twentieth the size of a standard CD-audio file, yet still retain the same high quality digital audio.

Music can be loaded into the Rio from a PC either by downloading from one of the rapidly expanding number of legitimate MP3 web sites, or converted to MP3 format from existing personally owned CDs using software included with the device.

The traditional music industry has become increasingly concerned about the implications of digital distribution and the potential for piracy. In the US, the Recording Industry Association of America lost a legal battle to block the sale of the Rio in November.

www.diamondmm.com

Canon develops X-ray vision

X-ray images remain a vital medical diagnostic tool but the time-consuming and cumbersome process for creating them has changed little over the years.

But Canon has now used its expertise in digital and X-ray imaging to produce a filmless digital X-ray camera that produces high definition 43cm by 43cm images for preview in just three seconds and reduces the time between exposures to only six seconds.

The CXDI-11 draws on Canon's experience with 'amorphous silicon' line sensors, originally developed for the Japanese group's scanner and fax products. A touch panel LCD interface enables the operator to select images and transfer them for viewing, printing and archiving on a computer network. Canon claims the camera not only eliminates the time and expense of traditional film radiography but also improves efficiency and patient care.

The large image is especially useful for chest X-rays and the imaging unit can be positioned to view other parts of a patient's anatomy.

www.canon.co.jp

Paul Taylor

When power politics caused discord in the House

The crime of les

Arts Guide

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OPERA IN 1998

When power politics caused discord in the House

Throughout the year the Royal Opera House saga has poisoned the entire arts climate in the UK, mourns **Andrew Clark**.

It's all politics. And why not? That's all Britain's New Labour government is interested in when it comes to the arts. Access. Outreach. Education. Accountability. The great mantras of 1998 had everything to do with politics and nothing to do with artistic seriousness. In the wake of the Royal Opera House debacle, all sorts of demagogic arguments came into play. Noticeable by its absence was a conviction in government circles that the arts are an essential part of our cultural fabric. Arts companies in the UK could argue any case, as long as it didn't involve arguing that their work was artistically important. That would have been embarrassing.

Artistic seriousness is not one of the fashionable buttons this government responds to. That's why the debate about the arts in the UK this past year has been so artificial. What's the point of expending energy on educational outreach when you can't even serve your core audience adequately? Why has accountability suddenly become so all-consuming, in a sphere of activity where the value of your work cannot be quantified? It's hardly surprising the most prominent voices have been those of businessmen and arts politicians - people with fluency, people interested in power rather than what is produced. Those are the only people this government understands.

As the Royal Opera House saga continued to unravel, poisoning the entire UK arts climate, the government sat on the sidelines. The Eyre review - to which New Labour responded with a blank face - reinforced the impression that it simply doesn't know what to do. As far as senior government figures are concerned,

there's no will to change the framework in which the arts work. That would have been radical. But this is a conservative government.

At year-end, there are limited grounds for optimism at Covent Garden. The appointment of Michael Kaiser as executive director has taken the pressure off Sir Colin Southgate and his board. The atmosphere has become more easy-going, there are no more heavy-handed deadlines. The orchestra still hasn't agreed terms, and some good musicians are leaving, but a deal looks imminent. A fair amount of work has been salvaged for 1999.

Since his arrival last month, Kaiser has made all the right noises. At last, someone seems to be in charge. But the underlying problems remain. First, the board has yet to find an artistic director, and to determine who will hold ultimate authority. Just by being there, Kaiser is already entrenched. But if the artistic director has equal authority, who will have the final say? It's an open invitation for the board to continue its disastrous record of interference. For any company to function effectively, its energies and spirit must be focused through the personality of one recognised leader. In an arts institution, that leader needs to be someone with artistic credibility.

The second problem concerns the ethos of the Royal Opera House. When you take into account a decade of chronic underfunding, the proposed 21 per cent rise in subsidy is not what it seems. Behind the generous veneer lies a classic political fudge. The government cannot let the opera house collapse, but

is frightened to single it out for special treatment. By giving the new management the minimum necessary to set the renovated theatre on its feet, it is hoping to wash its hands of the whole opera problem. This is a delusion. While the ROH remains dependent on the largesse of Vivien Duffield and her friends for a substantial part of its income, its ethos will be that of a rich man's playground - no matter how many reduced-price matinees and studio performances you put on. The redevelopment was a once-in-a-lifetime opportunity to change the way the UK's premier opera house is run, and the government has flunked it.

We're reaching a position where the arts climate is more honest in the UK than in the US. Take the Metropolitan Opera: *Wozzeck* and *Kyau Kabanova* are in its repertoire, *Mosses and Iron* and *Doktor Faust* will shortly be added - even with 4,000 seats to fill every night and virtually no

subsidy. The Met's casting for standard repertoire is fabulous. There are still a lot of awful Monday nights, but the company's artistic profile is changing. As Brian McMaster, Edinburgh festival director, said earlier this year, some of the old principles still apply. "If you give

The redevelopment of Covent Garden was a once-in-a-lifetime opportunity to change the way the UK's premiere opera house is run, and the government has flunked it

people the real experience, they'll respond. Fantastic programmes bring fantastic audiences. If you give them shit, the public smell it and stay away. A lot of those who talk of the need to popularise the arts have yet to realise this."

There was a flowering of new talent within the ensemble, but no sign that the company was ready or able to fill the gap left by Covent Garden. Most new productions disappointed. Paul Daniel, distracted by political firefighting, has not yet adjusted from the intimacy of Leeds to the size of the Coliseum. The orchestra is sounding noisy and heavy. Daniel played a pivotal offstage role in saving the company, but

he has so far failed to stamp his authority in the pit. Pressed to name the London performances I enjoyed most, I would cite *Die oegypische Helena* and *Der Freischütz* - both Royal Opera concerts. The Strauss, conducted by Christian Thielemann, was a real event. Here was a piece with limitations, performed with great intensity and conviction. The headline-grabbing travails of opera in London obscured the problems of regional companies, where a handful of artistic triumphs camouflaged signs of underfunding. Casting is increasingly being done on price. Cracks are appearing, and are likely to become bigger. Welsh National Opera had the biggest success: *Billy Budd* and *Jenufa* were blisteringly well realised. Scottish Opera's *Die Walküre* was a success, superbly conducted by Richard Armstrong. At Leeds, Opera North must hope its new music director, Steven Sloane, can make up in energy what he lacks elsewhere. None of these companies was

quite as absorbing to watch as Glyndebourne. There were two significant events, neither of which had anything to do with the disastrous new Cost. First, the tenor in *Simon Boccanegra* was sacked without reference to the conductor, Mark Elder, who had every right to feel disillusioned. The decision appears to have been a carve-up between Sir George Christie and Sir Peter Hall, an apt illustration of Glyndebourne's feudal command structure.

Second, Nicholas Snowman arrived at the end of summer as general director. All the signs are that he will try to run the show himself, without a music director or head of production. He has already signed up Valery Gergiev for *Tristan and Isolde*, doubtless with a bevy of Russian singers in tow. The Christies may have got more than they bargained for. While the London companies dig themselves into the mire of New Labour's policy, life on the Sussex Downs over the next two years' promises an entertaining diversion.



Scene from Welsh National Opera's blisteringly well-realised 'Billy Budd' in a year when a handful of artistic triumphs for regional companies camouflaged signs of underfunding

Illustration: Mark

NETHERLANDS OPERA THE QUEEN OF SPADES

The crime of lèse-majesté

In opera, as in life at large, there is one problem with European co-operation. The nation states may have shared interests, but that does not mean that a joint effort is going to bring equal delight to all.

The new production of Tchaikovsky's *The Queen of Spades* at the Netherlands Opera is a case in point. This is a joint production, which will go to the Maggio Musicale in Florence and the Opéra Bastille in Paris once its initial run of performances at the Muziektheater in Amsterdam is over - a sensible arrangement at a time when costs are being squeezed in most opera-houses across Europe.

Unfortunately, one man's good

investment is another's wasted money. A few years back the Netherlands Opera put on a production of Verdi's *La traviata* which was hailed as a big success locally, whereas visitors generally thought it a horror. Now the story is being repeated with *The Queen of Spades*, generously applauded by its home audience recently, but met with screams of derision from passing Anglo-Saxons.

Its producer is Lev Dodin, Siberian born and now the artistic director of the Maly Theatre in St Petersburg, so he is more a man of the theatre than the opera-house, a couple of important operatic engagements in Florence apart. Obviously he

has yet to feel the wrath of a leading international maestro breathing down his neck, or he would not have treated *The Queen of Spades* in such a cavalier fashion.

In Dodin's version of the opera, Herman does not commit suicide as insanity beckons; he starts out completely mad and seems to be reliving events as flashbacks in his deluded mind.

Only an innocent to the world of opera would think he could excuse pages of Tchaikovsky's score and re-assign the voice parts at will. Semyon Bychkov, conducting a less than impressed Residentie Orkest

for the Netherlands Opera, seems to have let him get away with it. I suspect Dodin's production is only going to survive in Paris and Florence if Bychkov follows it there too.

The justification - if it can be called that - for Dodin's rewriting of the score is his wholesale re-interpretation of the drama. In this version of the opera, Herman does not commit suicide as insanity beckons; he

starts out completely mad and seems to be reliving events as flashbacks in his deluded mind. No matter that Tchaikovsky's music has its own chronology, which is constantly being contradicted. In a world of madness anything goes.

Oh dear, what a thrilling opera - not even the marvellous Yuriy Maruzin at Glyndebourne a few years ago, who had problems with tuning.

Of the two alternate sopranos, this performance had Nafata Ushakova, an uneasy Lisa, whose Slavic soprano had a tendency to become edgy whenever top notes beckoned. Pavlo Hunka sang Count Tomsky's story-telling aria vividly and his friends Chelakitsky and Surin were well in the picture as played by Marcel Reijnders and Harry Peeters. Prince Yevlasky's favourite solo was less suavely sung than usual by Vassily Gerello.

If anybody could have made this nonsense work, it would have been Vladimir Galustin, a leading tenor with the Kirov Opera in St Petersburg, who sang the role of Herman with searing power and intensity. There is probably no other tenor around today who can equal him in this opera - not even the marvellous Yuriy Maruzin at Glyndebourne a few years ago, who had problems with tuning.

Of the two alternate sopranos, this performance had Nafata Ushakova, an uneasy Lisa, whose Slavic soprano had a tendency to become edgy whenever top notes beckoned. Pavlo Hunka sang Count Tomsky's story-telling aria vividly and his friends Chelakitsky and Surin were well in the picture as played by Marcel Reijnders and Harry Peeters. Prince Yevlasky's favourite solo was less suavely sung than usual by Vassily Gerello.

The production also had one starring cameo in the person of Helga Dernesch as the Countess. Or, at least, the role is a cameo in Tchaikovsky's version. Here the resourceful Dernesch, once a noble Brünnhilde, now a mezzo to make men tremble, found herself chipping into Tomsky's aria, taking over one of the roles in the *Intermezzo*, and turning her final appearance into a coup de theatre as the asylum's formidable matron.

The only people who looked as if they were enjoying themselves were the chorus, who were able to while away the evening in various states of insanity, clucking at pillars or twitching merrily in the background. Are Paris and Florence really going to take over this production? They must be mad.

Richard Fairman

INTERNATIONAL Arts Guide

CHICAGO

EXHIBITION
Art Institute of Chicago
Tel: 1-312-443 3600
www.artic.edu
Julia Margaret Cameron's Women: 60 vintage prints of Victorian subjects such as Julia Jackson, mother of Virginia Woolf, and Alice Liddell. Cameron's portraits of Browning, Darwin and Tennyson are well known. Her dramatic, psychological pictures of women are less familiar. The exhibition will travel to San Francisco; to Jan 3

FRANKFURT

EXHIBITION
Schirn Kunsthalle
Tel: 49-69-239 8820
Alberto Giacometti: retrospective of work by the Swiss sculptor and painter. Also featuring prints and drawings, the exhibition charts Giacometti's artistic output from his early years in 1920s Paris to his death in 1966; to Jan 3

OPERA
Oper Frankfurt
Tel: 49-69-21237 999
www.frankfurt-business.de/oper
Rigoletto: by Verdi. Conducted by Olaf Henzold and staged by Kurt Horres. With John Bröcheler and Elzbieta Szmytka; Dec 30

LONDON

EXHIBITION
Royal Academy of Arts
Tel: 44-171-300 8000
Pissarro: Sculptor and Painter in Clay. This first major exhibition of Pissarro's ceramics includes around 100 pieces, many of which have never before been exhibited. They are shown with some paintings and sculptures, demonstrating how Pissarro developed his ideas across different media; to Jan 1

THEATRE

Albany
Tel: 44-171-878 1115
Mr Puntila and his man Matti: Kathryn Hunter's production of Brecht's satirical comedy transfers from the Almeida Theatre to the West End; Dec 30, 31; Jan 1, 2, 4

National Theatre
Tel: 44-171-928 2252
Betrayal: by Harold Pinter. Trevor Nunn directs Pinter's 1978 play, with a cast including Anthony Califf and Imogen Stubbs; Lyttelton Theatre; Dec 30, 31; Jan 1, 2, 4

MUNICH

CONCERTS

Philharmonie Gastspiel
Tel: 49-89-5481 8181
Munich Philharmonic Orchestra: conducted by Milan Horvat in Beethoven's Symphony No. 9; Dec 30, 31

DANCE
Philharmonie Gastspiel
Tel: 49-89-5481 8181
St. Petersburg State Ballet: in a new staging of Don Quixote by Nikita A Dolgushin; Carl-Orff-Saal; Dec 30

NEW YORK

CONCERT
Avery Fisher Hall, Lincoln Center
Tel: 1-212-875 5030
www.lincolncenter.org
New York Philharmonic: conducted by Kurt Masur in a New Year's Eve Gala, with a programme including works by the three Strausses. With sopranos Deborah Voigt and Naomi Nadelman, and mezzo-soprano Angelika Kirchschlager; Dec 31

EXHIBITIONS
Metropolitan Museum of Art
Tel: 1-212-879 5500
www.metmuseum.org
● From Van Eyck to Brueghel: Early Netherlandish Paintings. Almost 100 paintings from the collection, exhibited together for the first time; to Jan 3
● Louis Comfort Tiffany: celebrating the 150th anniversary of the artist's birth, this exhibition, drawn from the museum's collection, includes leaded-glass windows and

lamps, vases, furniture, enamels and jewellery; to Jan 1

Pierpont Morgan Library
Tel: 1-212-685 0008
Charles Dickens - A Christmas Carol: the manuscript of Dickens's novel is the centrepiece of this holiday exhibition; to Jan 3

OPERA
Metropolitan Opera, Lincoln Center
Tel: 1-212-362 6000
www.metopera.org
Die Fledermaus: by J. Strauss. Revival conducted by Patrick Summers. Cast includes Carol Vaness, Jochen Kowalski and Bo Skovhus; Dec 31; Jan 2

OTTAWA

EXHIBITION
National Gallery of Canada
Tel: 1-613-990 1985
Songs on Stone: James McNeill Whistler and the Art of Lithography. Previously seen in Chicago, around 200 works by the American expatriate, including drawings, etchings and paintings; to Jan 3

PARIS

EXHIBITIONS
Espace Electra
Tel: 33-1-4284 2360
Photographic Fictions; to Jan 1

Grand Palais
Tel: 33-1-4413 1730
Gustave Moreau: more than 140 works by the Symbolist painter,

held in high esteem by his literary contemporaries. Includes studies and drawings as well as oils, many of them depictions of historical and mythical subjects; to Jan 4

Musée d'Orsay
Tel: 33-1-4049 4814
www.musee-orsay.fr
Stéphane Mallarmé (1842-1898): retrospective exploring the work of the French Symbolist poet, and his influential relationships with his literary and artistic contemporaries; to Jan 3

Musée du Louvre
Tel: 33-1-4020 5151
www.louvre.fr
Portraits from Roman Egypt: touring exhibition of mummy portraits from the British Museum. Painted on wooden panels, linen shrouds and plaster masks, they were created during the first three centuries of Roman rule in Egypt; to Jan 4

PRAGUE

THEATRE
National Theatre of Prague
Tel: 420-2-2108 0131
www.natcz.cz
The Servant of Two Masters: by Carlo Goldoni. Directed by Ivan Rajmont; Dec 31

SAN FRANCISCO

CONCERTS
Davies Symphony Hall
Tel: 1-415-384 6000
www.sfsymphony.org
San Francisco Symphony

Orchestra: conducted by Peter Guth in a Viennese gala concert, with soprano Izabela Labuda; Dec 30, 31

VIENNA

CONCERT
Musikverein
Tel: 43-1-5058 6810
Vienna Philharmonic Orchestra: conducted by Lorin Maazel in a New Year's Day concert which marks two historic anniversaries: the 150th of the death of Johann Strauss the elder, and the 100th of the death of Johann Strauss the younger; Jan 1

OPERA

Staatsoper
Tel: 43-1-51444 2960
Eman: by Verdi. Conducted by Seiji Ozawa in a new staging by Graham Vick; Dec 30; Jan 3

WASHINGTON

EXHIBITION
National Gallery of Art
Tel: 1-202-737 4215
www.nga.gov
Van Gogh's Van Goghs: 70 paintings loaned by the Van Gogh Museum in Amsterdam. Includes such icons as *The Potato Eaters* (1885), *Self-Portrait as an Artist* (1888), *The Harvest* (1888) and *Wheatfield with Crows* (1890); to Jan 3

OPERA

Washington Opera, Kennedy Center
Tel: 1-202-295 2400
www.dc-opera.org
Die Entführung aus dem Serail:

by Mozart. L.A. Opera production by Michael Hampe, conducted here by Heinz Fricke; Eisenhower Theater; Dec 31; Jan 3

ZURICH

EXHIBITION
Kunsthaus Zurich
Tel: 41-1-251 6765
Max Beckmann and Paris: more than 100 masterpieces of modern art from public and private collections around the world. Works by Beckmann are shown alongside paintings by Matisse, Picasso, Braque, Léger and Rouault; to Jan 3

TV AND RADIO

● **WORLD SERVICE**
BBC World Service radio for Europe can be received in western Europe on medium wave 648 kHz (463m)

● **CNN International**
Monday to Friday, GMT:

06.30: *Moneyline* with Lou Dobbs
13.30: *Business Asia*
19.30: *World Business Today*
22.00: *World Business Today Update*

● **Business/Market Reports**
05.07; 08.07; 07.07; 08.20; 09.20; 10.20; 11.20; 11.32; 12.20; 13.20; 14.20.

At 08.20 Tanya Beckett of FTTV reports live from LIFFE as the London market opens.

Not yet out of the woods

1999 To describe 1998 as a difficult year for emerging markets would be something of an understatement. Their travails are far from over and no immediate improvement in the economic fortunes of developing economies is in prospect.

As financial market strains have spread from Asia, more restrictive monetary and fiscal policies are strangling economic growth in other emerging economies. After contracting nearly 9 per cent in 1998, south-east Asia should achieve only a modest recovery over the next two years, while in Latin America an economic deterioration - set to be the worst since the debt crisis of the 1980s - is only just beginning.

These shifting economic outlooks reflect the different stages reached by emerging countries in the adjustment process and, from an equity investor's viewpoint, this suggests that their performance will vary.

Put simply, Asia is close to the bottom in its contractionary adjustment, while Latin America is still in the early stages of a cyclical downturn. Emerging Europe (excluding Russia) appears relatively cushioned from global slowdown pressures but South Africa remains vulnerable.

As for the wider implications of these adjustments, reduced demand in emerging markets is exacerbating the effects of global excess capacity. It will be an important factor in the slowdown of world growth to a mere 2 per cent next year - and even that assumes significant further easing of monetary policy in the west.

For equity investors, the close relationships between developed and emerging-market equities

The performance of emerging markets will vary but their general outlook is poor, argues **Matthew Merritt**

suggest that emerging-market stocks are ill-placed to cope with big setbacks in the developed world. This, though, is unlikely. Lower interest rates should outweigh the negative effect of earnings pressures and prevent a collapse in developed markets, which could prove to be surprisingly resilient. Against this backdrop, some reduction in the risk premiums for investing in emerging markets seems possible.

However, the way in which emerging markets have traded together this year did much to destroy the benefits of portfolio diversification through investment in these markets. Investors will look for signs that such close trading relationships are beginning to unravel.

Asia: the partial recovery in Asian stock markets in the final quarter of 1998 can be attributed to three factors:

- Recognition that monetary policy in Organisation for Economic Co-operation and Development countries will continue to be eased to avert a financial sector collapse: this has been critical in producing a rally in global equity markets.
- Portfolio rebalancing: there has been a partial reallocation of funds to Asia, or out of cash, as investors restore their holdings to more normal levels, from the extreme underweight positions held earlier in the year.
- Recognition that the regional macroeconomic

backdrop is improving. Asian economies will have suffered the sharpest stage of their contractions during 1998. Current account deficits have rebounded into surplus and currency markets are stabilising after collapse in the previous 18 months. Interest rates are also being lowered and these factors are helping Asian companies to service their debt more easily.

These trends do not imply that any quick economic

It is clear that discounts in share prices relative to the 1995 recession are easily justified

recovery for Asia is in the offing, particularly with Japan stagnating and excess capacity prompting a global slowdown. Nor do they counter the severe problems of corporate insolvency that remain endemic in Asia but, in a relative sense, the macroeconomic backdrop has improved.

There has been a shift in macroeconomic policy across emerging Asia and this is an implicit recognition that the original International Monetary Fund policy prescriptions, introduced in the early months of Asia's financial

crisis, were flawed. The region, together with the IMF, is now using a more realistic and less painful blueprint for adjustment.

The shift has involved a move to more expansionary fiscal policy, easier monetary conditions and slower corporate and market restructuring. These factors have bolstered currency stability.

Latin America: Just as Asia appears to be bottoming, Latin America faces a severe regional recession. A number of developments in the second half of 1998 have jeopardised the outlook:

- The failure of Brazil to push through planned fiscal adjustments - and the resulting interest rate premiums attached to Brazilian debt in recent months - have exacted a heavy price across the region. External finance has dried up. Fiscal policy will have to be sharply tightened while monetary policy will remain restrictive to reduce the external financing requirement, as international investors keep their distance.
- The continuing weakness of commodity and oil prices, and growing expectations of a US slowdown, have exacerbated the downturn induced by Brazil's vulnerability and spread the more virulent contagion to all the leading regional economies.
- As severe recession looms, corporate earnings projections have begun to be downgraded: the big markets

are in the midst of an earnings downgrade that is set to intensify as the extent of the regional recession becomes apparent. For Latin America an economic recession has just begun.

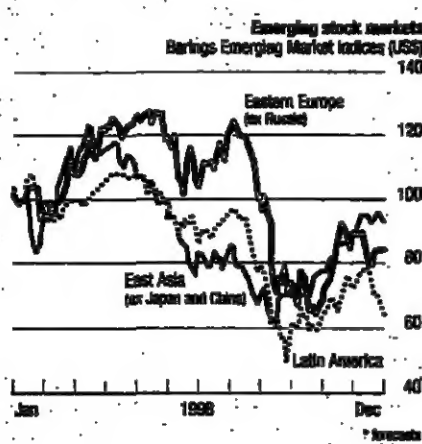
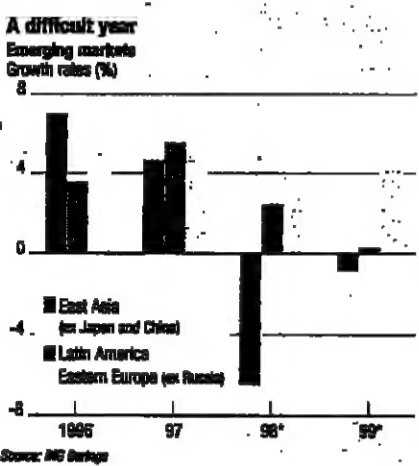
In Brazil, either a currency crisis or a severe cyclical - or worse, structural - economic downturn lies ahead, now that the exuberance surrounding the IMF-led financial aid package has dissipated. A currency meltdown and structural damage to the regional economy can be avoided. Critically, this requires no further signs of slippage in fiscal policy but, even with that assumption, real interest rates are set to remain high for much of the year.

The impending descent into recession, although somewhat similar to Brazil's Tequila crisis in 1995, is unique. Most importantly, the global economic backdrop is now far weaker and more unstable. The US economy is slowing, while recent financial sector uncertainty implies a scarcity of external capital. Add to this the huge systemic risk that Brazil represents - a risk that will only gradually be dispelled - and it becomes clear that discounts in share prices relative to the 1995 recession are easily justified.

Overall, the economic deterioration across emerging markets will remain a drag on global growth and a potential source of systemic risk for financial markets. Throughout emerging markets, the investment backdrop remains clouded by uncertainty.

Emerging markets face another difficult year, and investors' appetite for risk remains particularly fragile. A sharp acceleration in the pressures on Brazil is just one of a number of factors that could ignite the tinderbox. But, despite this, there is reason to hope that some emerging markets will fare better than others next year, and that the full horrors of 1998 are unlikely to be repeated. In a difficult world, that at least offers some comfort.

The author is director of global emerging markets strategy at ING Barings



LETTERS TO THE EDITOR

Holistic factory design would deliver improved productivity

From Mr Bernard Eccles

Sir, Your article, "UK productivity data: flawed" (November 27), reported the Institute of Fiscal Studies' view that "UK levels of investment in manufacturing are significantly lower than those of our overseas competitors and that this reduces domestic productivity substantially. We would like to reinforce this view, based on experience in the UK, mainland Europe, Scandinavia and the US."

First, UK companies typically have more demanding criteria for productivity investments than those of many competitors. The US and Germany accept a pay-back of three to five years and Japan a period of four to seven years, whereas the UK often expects a return within one to two years.

As a result, investments in UK factories are often incremental and piecemeal, when they need to be holistic. Holistic means developing or

re-designing factories for total productivity (ie, lowest cost of total employees). This approach means using the optimum technology, simplified material and product flows and effective support systems. Holistic factory design can improve productivity by between 10 per cent and 30 per cent but usually requires more than a one to two year pay-back.

Many UK-based companies that do design factories holistically are owned by overseas competitors, such as Honda, BMW, ABB and Black & Decker.

Second, investment must also extend to the right level and quality of design and production engineering. British products often require higher levels of designed-in labour input than those of our competitors in automotive, consumer durables and consumer electronics. A PA study tour to Japan showed that Japanese automotive companies, such as Honda

and Toyota, employed more than five times as many production engineers than their British equivalents.

Lower UK productivity can be traced back to demanding capital investment criteria and an under-investment in key productivity drivers, such as design for low cost of manufacture and production engineering. However, a number of British companies generate higher return on capital employed than their European equivalents. So, with the right investment policy and a far-sighted view of the holistic enterprise - UK manufacturers can increase productivity and be more competitive in world markets.

Bernard Eccles, head of manufacturing practice, PA Consulting Group, Cambridge Technology Centre, Melbourn, Royston, Herts, SG8 5DP, UK

Tight budget

From Mr Christopher Wells

Sir, Pity Tony Blair Having had the benefit of the Paymaster General's salary to distribute as largesse among other ministers, owing to Mr Robinson having made his services available free, he is now stuck with having to demote a minister so as to recover his salary in order to be able to pay the new Paymaster General, or do without one. But wait! Could he not persuade the departed Paymaster General to become the Paymaster to the new Paymaster General? Mr Robinson appears to have the experience to be able to do this perfectly well.

Mr C.E. Wells, Reynolds Farm, Hurst, Nr Twyford, Berkshire RG10 0RE, UK

UK pension fund managers must appreciate US equities

From Mr Richard Killingbeck

Sir, Today I read another negative article about the state of the US economy and the level of the stock market. No doubt, as we approach the beginning of another investment year, UK asset allocators will maintain, or even increase, their negative view of US equities. When will they learn?

During the past three years, the Standard and Poor's 500 index has appreciated by 9.2 per cent, 36.4 per cent and 21.2 per cent (to December 21) adjusted to sterling. North America (excluding Canada) now represents more than 51 per cent of a typical global industry benchmark, yet an

average balanced UK pension fund has less than 4 per cent of its equity exposure allocated to the region.

Surely the time must come when either one of two scenarios unfold: either US allocations are increased, or the demise of the UK balanced pension fund industry will accelerate with a corresponding acceleration of the specialist fund manager. The poetic justice of the latter, of course, is that North America leads the world in specialist fund management.

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ODD JOBS FAKEBUSTERS

Sold a line

In China counterfeiting has extended beyond manufactured goods to spawn a network of bogus copyright investigators and enforcers. **James Harding** reports

Counterfeiting in China has become a convoluted business. Not only are there cheap copies of the full range of manufactured goods, from Polo mints to Duracell batteries to Motorola mobile phones, but even the authenticity of the information and assistance offered in the fight against fakes can be suspect.

"Individuals have made use of the people willing to pay for information," says Fucker Lake at Pinkerton in Shanghai, the US investigation company helping some of the world's biggest brand owners enforce their intellectual property rights in China. "The results [of a tip-off] can range from very successful to zero... The informant is in a position to fly by night."

As China's counterfeiters have become more sophisticated, they have spawned a second-generation industry of anti-counterfeit enforcers - a growing band of informants, private investigators, factory raiders and legal advisers. Working with local government officers and foreign brand managers, the bona fide enforcers have begun to stamp on, if not out, the manufacturers of fake goods.

But at the margins of this emerging business of brand protection - as in the fringes of the manufacturing industry itself - there are people selling wares that are not the genuine article.

Shen Lin, head of the Shanghai office of the government-authorised consultancy China Sinds Intellectual Property, says: "Roughly 20 per cent of the information we are given is false."

Sometimes when individuals call in with reports of factories producing fake goods, the story turns out to be pure fabrication; more often, the informant has exaggerated the scale or the nature of the find. The information leads to a few hundred boxes of counterfeit soap, rather than the few hundred thousand promised. "It is invariably not the whole truth and it is not what you want to hear. They will tell you where they have

seen counterfeit products but they will not tell you the whereabouts of the factory where they are making it," says Andrew Williams, marketing manager in China for Castrol, the lubricant group. The more reputable specialists in intellectual property enforcement tend not to pay for information until they have proved its validity and value. Pinkerton, for example, says it prefers to use its own network of people "mostly for the reason of reliability".

The credulous foreign manufacturer, though, is vulnerable to the occasional scam. One deception involves contacting the owner of an international brand-name (preferably one that does not have offices or on-the-ground experience in mainland China), informing the company of a factory copying its goods and offering to get it shut down.

The manager in London or New York wants to be seen to be doing something about counterfeiting. He will pay for a report saying a factory has been found or a factory has been raided, even if he cannot prove it, says one anti-counterfeit enforcer. The purported raid on the alleged fake-producing factory would typically take place in a provincial backwater, and without hiring a comparatively expensive

western agency to verify the bust "the foreign brand owner will never know what really happened". Ironically, counterfeiters also pay informants to tell them of impending crackdowns - but they, too, cannot always count on the reliability of the warnings.

In Yiwu, a drab town of 600,000 people that has become the capital of the counterfeit industry in China, one man standing outside the Small Commodities Market, which serves as a distribution hub for fakes, offered a local judgment on informants. "People who give information are like spies. They should be treated like spies. Here, we all eat from the same rice bowl."

The volume of business done at the trading halls in Yiwu alone was estimated at RMB15.2bn (\$2bn) last year. Not surprisingly, foreign intellectual property owners, which see the reputation of their brand and market share undermined by the fakes, are increasingly willing to pay for "information".

This has created a parallel industry. "There is a network of professional informants," says Luke Minford at Rouse & Co in Shanghai, specialists in intellectual property protection. "They can earn a lot of money from passing on information."

Indeed, China even boasts a celebrity whistle-blower. Wang Hai, a shy but single-minded young man, has made a name, and a small fortune, for himself by buying fake goods from department stores all over China and then claiming double compensation for the cost of the purchase, as Chinese law demands, when he proved the goods were not the real thing. The Chinese state media has dubbed him the "anti-fake goods hero".

The importance of informants is a telling indication of the dual development of the Chinese counterfeit industry and the emerging business to contain it. As the US became acutely aware of the intellectual property problem in China in the first half of the 1990s, Washington looked to Beijing to introduce laws and regulations to control and punish counterfeiters. But, in the last few years, foreign companies with brands to protect have shifted their focus from the state of the law to the nature of brand-enforcement.

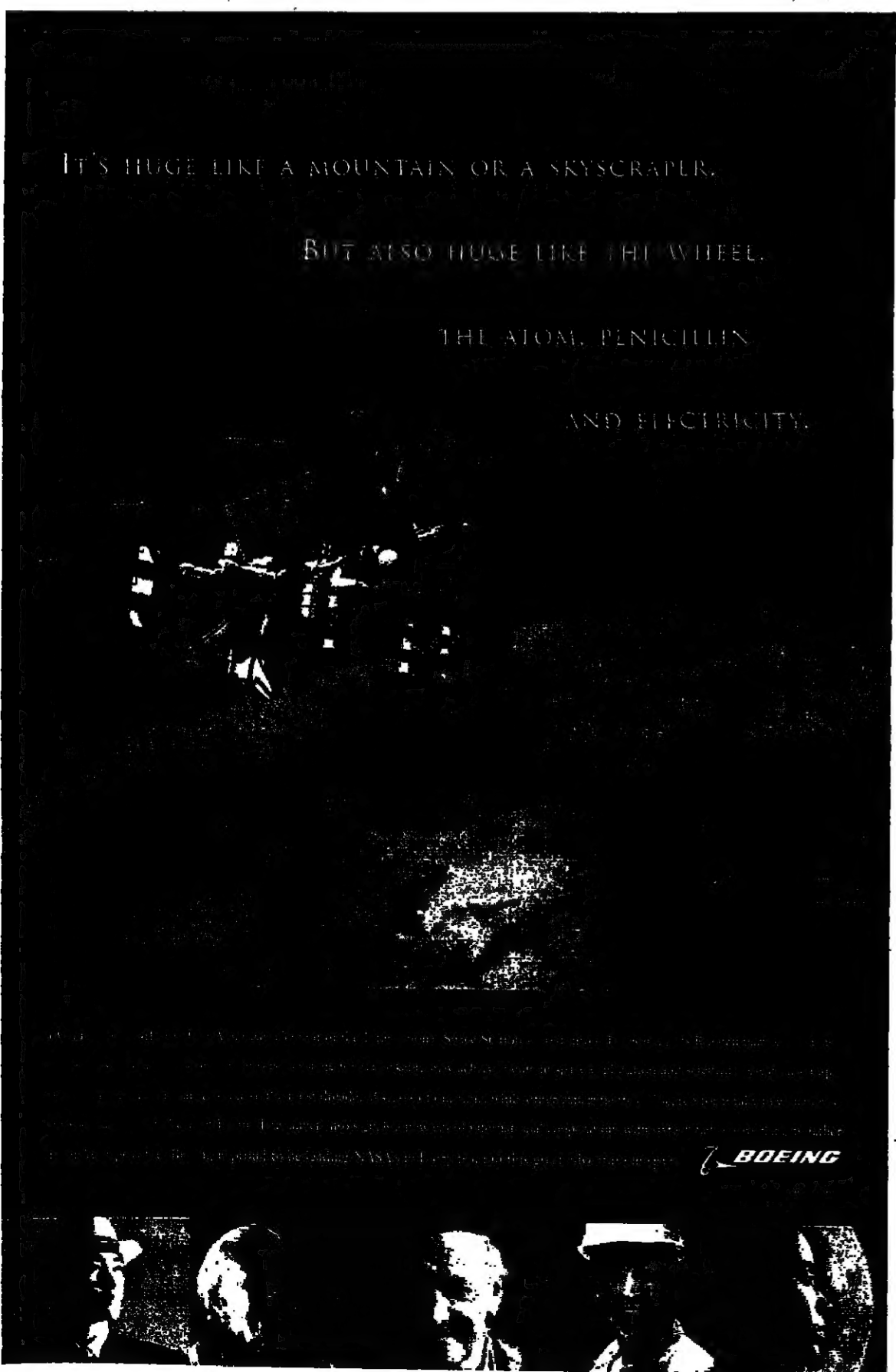
Some international brand-holders with substantial piracy problems have established in-house anti-counterfeit units. Other multinationals have turned to counterfeit specialists to work with the Chinese government bureaux, particularly the Administration for Industry and Commerce, to crack down on the copiers of their products.

Some multinationals have had real success in clamping down on pirate producers. American Standard, the largest foreign manufacturer of toilets for the Chinese markets, says it has seen significant progress this year against the producers of counterfeit bathroom products carrying its name.

To have a decent prospect of success in their battle against fakery, though, the first step for foreign brand-holders is to find a genuine source and an authentic provider of anti-counterfeit services. According to Mr Minford: "The key in China is to get reliable information... that is where this whole industry has grown up from."



Pirate investigators: Police destroy thousands of counterfeit CDs and videos - but bogus informants are flourishing



EU chance to lead in trade

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IT WAS THE YEAR WHEN... THE KOHL ERA ENDED

FINANCIAL TIMES

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Wednesday December 30 1998

Waiting for Japan

With gross domestic product down almost 3 per cent, 1998 has been a dreadful year for the Japanese economy. Yet the answer to those asking whether a turnaround is on the way is No. Between September and December alone, the International Monetary Fund reduced its forecast for 1999 from growth of 0.5 per cent to a decline of 0.5 per cent. The outcome could be far worse.

At least five explanations can be given for this depressing prognosis. First, companies and households are beginning to adjust to the realisation that the era of rapid growth is over. But this means that businesses have more capital than they need, while households possess less wealth than they want. A study by the Japan Center for Economic Research concludes that the share of private investment in plant and equipment in GDP could fall from 16 in 1987 to 11 per cent in 2003. Meanwhile, worried households are set to save still more than before. The reduced desire of companies to invest and increased desire of households to save are the twin blades of Japan's recessionary scissors.

Second, with private investment and consumption so weak, the only sources of demand are the public and external sectors. Yet far less has been done to secure these than many suppose: broad money has been growing at a mere 4 per cent a year since 1992 (including in 1998); the yen is some 18 per cent higher against the dollar than at the beginning of the year; and, according to the Organisation for Economic Co-operation and Development, the cyclically adjusted general government fiscal deficit, at 4.1 per cent of GDP this year, is no higher than in 1996.

Public debt
Third, even if the government were to wish to adopt a more aggressively expansionary fiscal policy, it must also worry about the rise in public sector indebtedness. Yields on 10-year government bonds have more than doubled, from 0.8 per cent to 1.5 per cent since November. Given a falling price level, this means real interest rates of 2-3 per cent, enough to ensure explosive growth of the public debt burden if the economy continues to stagnate.

Import compression
Fourth, if the yen were to fall sharply, the international environment would still be highly unfavourable to a Japanese export drive, not least because 40 per cent of its exports need to go to emerging Asia. True, the current account balance has more than doubled, as a share of GDP, from 1.4 per cent in 1996 and 2.3 per cent in 1997, to 3.2 per cent in 1998. The improvement in the external balance was also a helpful offset to the sharp contraction in domestic demand. But what has driven this improvement is only import compression, not export expansion.

Finally, notwithstanding the belated recognition of the need for public refinancing of the banking system, the present plan is inadequate. This is partly because undercapitalised, but solvent, banks have a very limited incentive to take the money on offer. It is also because the authorities still underestimate the scale of the problem. But the biggest difficulty is that refinancing of the banking system is a necessary condition for renewed growth, but not a sufficient one. There must first be recovery in profitable borrowing opportunities.

As time has passed, measures needed to arrest Japan's decline have become more radical and the domestic and international environment more unfavourable. What is needed, by now, is a systematic and decisive policy comprising a very large fiscal deficit, financed by borrowing from the Bank of Japan, a much weaker yen, and a phased economic liberalisation.

The authorities still think they can tinker their way, piecemeal, out of the crisis. They cannot. Only when they realise this will strong recovery become a prospect, not a hope.

Flawed legislation
Second, the EU must resist demands for protection, notably in the form of anti-dumping. It must also avoid poorly thought-out measures which needlessly irritate the US and other trade partners. Particular care is required when drafting single market legislation: all too often, flawed attempts to bridge internal EU differences have created external trade frictions.

Finally, and most important, the EU must push hard for further multilateral trade liberalisation, the success of which offers the best safeguard against protectionism. Sir Leon Brittan, the trade commissioner, wants a comprehensive new round of talks. But so far, his calls have generated little enthusiasm.

They may only do so if the EU shows it is genuinely willing to lower its own biggest trade barriers - above all, in agriculture. A firm commitment to achieving real progress in liberalising trade would be a big contribution to creating a fairer and more open world trade system, increasing the welfare of the EU's citizens and enhancing its credibility with trade partners.

Such an idea may be dismissed as unrealistic. But the EU will only carry political - as well as economic - weight in the world if it defines its common interests in terms of internationally shared goals.

If it cannot show such leadership in trade, the external relations field where its members have worked together longest and most successfully, what chance is there of them speaking with one voice on foreign policy and security?

1998 Has Joachim Fischer, Germany's Green foreign minister, broken with the zeitgeist? For years, the former street revolutionary wore black T-shirts under his jacket. Since taking office at the end of October, he has invariably worn a tie.

While continuity and conservatism may be the fashion at the foreign ministry, Gerhard Schröder, the new Social Democrat chancellor whose neckwear sometimes slips to half-mast, has ushered in an unstylish style of government. After 16 years of Helmut Kohl, the Germany Mr Schröder seeks to create is more self-confident and less formal, conscious of but not hamstrung by its history and determined to pursue its own agenda.

The government that in a few months will begin the move to Berlin - including to buildings once occupied by Hitler's ministers - will not be led by Mr Kohl, a Christian conservative whose war memories are firmly etched. Instead its chancellor is a left-of-centre lawyer who in 1978 represented the terrorist Horst Mahler, who omitted "so help me God" from his official oath and who, at 54, is too young to remember the Nazis.

In his government declaration - the equivalent of a US inauguration speech - Mr Schröder spoke of a "grown-up, self-confident" country that for the first time since the second world war had voted a government out of office; "a self-confidence of a grown-up nation that doesn't have to feel superior or inferior to anyone, that accepts its history and responsibility - but is forward looking".

It is a Social Democrat-led coalition government of a "new" political centre that has brought the environmentalist, pacifist Greens into federal office for the first time. It is looking for alternative answers to mass unemployment and to the country's 19 atomic power stations. And it is looking to bring "social justice" to a reunited Germany where the initial euphoria over the liberation of the east has given way to pessimism and demands for greater economic equality.

It is also a government that takes a more questioning stance towards the European Union, where it holds the presidency in the first six months of 1999. That does not mean a halt to economic and political integration - the opposite is the case - but ensuring that the EU functions as a community and international economic powerhouse, at an acceptable cost to the German taxpayer.

Does, then, the start of the Berlin republic signal a more assertive or energetic Germany? A glance at the country's corporate sector suggests the answer is "Yes". Years of industrial restructuring and reorientation towards the demands of global markets led to the merger in May of Daimler-Benz and Chrysler.

Then, last month, Deutsche Bank swooped to buy Bankers Trust, the eighth-largest US bank. Deutsche Bank has also signalled a break with the traditional cosy relationship between banks and industry by spinning off its DM40bn (\$28.5bn) industrial holdings into separate companies, possibly as a prelude to eventual disposals. Meanwhile, the Vag power-based conglomerate is merging with Alusuisse-Lonza of Switzerland; the Hoechst pharmaceuticals group is teaming up with Rhône-Poulenc of France. The message is that Germany industry can act fast to remain world-beating.

Can the government be as bold? For all the heralding of change, the omens are not good. The main task it has set itself is combating an unemployment total of 4m (about 10 per cent of the workforce). Its response is centred on building a consensus between labour, employers and the state of the sort that fashioned Germany's post-war economic recovery. Mr Schröder's "alliance for jobs" is aimed, deliberately, at rectifying the damage his advisers believe was inflicted even by Mr Kohl's modest achievements in reforming generous sick pay and employment protection laws.

But Mr Kohl tried an "alliance for jobs" unsuccessfully and it is arguable whether, even in Germany, a consensus approach is possible in 1999.

For business, the "alliance for jobs" has to focus on containing costs, lowering taxes and continuing wage moderation. The unions want a redistribution of working opportunities in new monetary neighbours. He's sure to come back refreshed and simply bursting with good ideas.

Barking mad
Howls of protest in Belgrade as the cash-strapped city authorities slap a tax on dogs. Mobile telephones and guns have already been targeted by revenue-raising council members; now everything from the fiercest Rottweiler to the fluffiest lapdog will be subject to a new canine levy.

The annual tax on guard dogs has been set at a concessionary 75 dinars (\$7.50), while pedigree pooches will cost twice as much. The rest are to be charged at a rabid 220 dinars - a huge sum in a city where pensions are in arrears by several months and the average monthly wage is less than \$100.

A Serb refugee who runs Belgrade's only asylum for the doggy equivalent is threatening to unleash all his 500 charges in protest. Dog owners say they too will take to the streets with their pets. But Spasoje Krunic, head of the city council, is standing firm: he can be seen daily, along with other top officials, walking their canine companions - all with outstanding pedigrees.



Ingram Finn

Germany's highly capital-intensive economy through limits on overtime or reductions in maximum working hours. The government's priorities also differ in significant respects to those of business. The "socially just" tax reform plans of Oskar Lafontaine, finance minister, are calculated to help average households by cutting basic

The result is a pragmatic approach to Europe from a new generation of political leaders

rate income tax and raising child allowances - with industry largely footling the bill through reduced tax breaks. Professor Meinhard Miegel, director of the Bonn Institute for economic and social research, argues that there remains strong social resistance to the creation of lower-paid, lower status jobs of the sort that have cut unemployment in the US. The alliance for jobs is about distributing work - distribution, distribution, distribution, he says. "It is not about

value creation. It is not an economic question. We are not going the way that would create more dynamic growth - because that would be socially unacceptable."

Where the new German government has been more determined, and even confrontational, is in European policy. Mr Schröder and Mr Lafontaine believe the introduction of the Euro will force the formation of economic and financial policies - as well as monetary policy - at European level. That means, above all, a European pact on job creation with binding and verifiable goals.

For some in Europe the talk in Bonn and Paris of tax harmonisation and greater use of majority voting - as opposed to the principle of unanimity - has been a harsh reminder of the pace at which the debate is moving. But Mr Lafontaine and Mr Schröder find the UK's protests hard to understand. "In Germany it was difficult to give up the D-Mark," says Mr Lafontaine. "We have had our own experience in trying to convince people."

Mr Schröder argues that Germany is part of an increasingly integrated Europe, not through compulsion but by choice. "I belong to those for whom Europe is a perfectly natural thing," he says.

Thus, his pursuit of a distinct German agenda is hedged by a recognition of geography and politics, as well as history. In the centre of Europe it is surrounded by potential allies - or partners that could quickly form coalitions against Germany's interests. That requires a cautious stance by the new Berlin republic.

Shoddy German Goods
We have often contended when discussing the matter of foreign competition in trade that it is not to Germany, but to the United States, that British manufacturers should pay the most attention since, while Germany excels in the manufacture of cheap goods with a high finish, the United States are likely to compete with our manufacturers in quality as well as price and finish. It is interesting, therefore, to note the very frank opinion on the subject of German trade expressed by one American Consul on the relations of the United States with European countries. "The ground that Germany has won in the foreign markets cannot long be retained, owing to the poor material and workmanship of some of their products."

50 years ago
French African Gold
Paris, Dec. 29. Following a decision of the French Government, producers of gold mined in French Africa are henceforth authorised to sell one half of their output on the Paris free market, and the other half in foreign countries under an export licence system.

Title fight
Fancy a new image for the New Year? Observer has just received a shopping list of honours, awards, noble, military and ecclesiastical ranks - courtesy of an organisation calling itself the Holy Roman Empire.

Based in Paphos, Cyprus, and run by Count Lothar-Johann van der Hoort, it has a title to suit every occasion. What's more, there's a 50 per cent discount in force until January 20. Starting with the "superior status" stuff, you can turn yourself into an archduke, a grand duke, a marquis, a baron or simple knight for little more than \$150. The rank of major-general is a snip at \$125, while you can be installed as a cardinal for only a few dollars more.

Observer isn't quite sure what to make of it all - but as the Count says all profits go to charity, let's be charitable.

OBSERVER

No Oskar night in Brussels

The euro, it seems, is heading for a safe birth. The most dangerous man in Europe - alias German finance minister Oskar Lafontaine - has decided to skip the single currency's celebratory launch.

Finance ministers from across the euro-zone gather in Brussels tomorrow night for the historic announcement of euro exchange rates. But Lafontaine will not be among them: he is relaxing on holiday and doesn't plan to drop in for a quick off-the-cuff speech or even a glass of Riesling.

Lafontaine's absence is sure to drain any colour from what promises to be a fairly sombre gathering. His place is being taken by former businessman turned German economics minister Werner Müller, an amiable enough sort of chap but without a track record of mischief-making.

Lafontaine, after all, has distinguished himself since entering office in October by taking a close interest in all things European. In just a few short weeks the fun-loving finance minister managed to lay off his stall with calls for tax harmonisation - sorry, co-ordination - lower interest rates and a cut in Bonn's net contribution to Brussels.

Still, looking on the bright side Lafontaine's holiday could be good news for Germany and its

No immunity
Slovak embassies have been in uproar this year with ambassadors coming and going

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INSIDE
Air France ready to take off

Jean-Cyril Spinetta (left), the Air France chairman, expects 1999 to be a turning point for the French national carrier. Along with the airline's long-awaited partial privatisation, 1999 should be the year the company decides which of its two US partners - Continental Airlines and Delta Air Lines - it is to join in a new global alliance. Meanwhile, the expansion of its hub at Roissy, north of Paris, will take a big step forward with the planned opening of a third runway in April. Page 15

Currency peg rumours dog Brazil
Quiet year-end markets, a rumour from New York that Brazil was about to abandon its currency peg got more than the usual attention. The story was encouraged by a record daily outflow of dollars from Brazil on Monday and repeated heavy falls in the country's stock market. But analysts pointed out that much of the outflow should have been expected. Page 16

Olivetti ends year on a high
Shares in Olivetti, the computer and telecommunications group, ended the day L130 or 2.3 per cent higher at L5,710 on the Mibex Index in Milan. The stock has been buoyed by optimism about the prospects for its infrastructure fixed-line unit. Olivetti shares, the most heavily traded on the bourse yesterday, have risen 509 per cent since the start of the year. Page 28

K waits for telecom deregulation
With only days to go before one of Hong Kong's last big private monopolies is cracked open, activity within the telecommunications sector is frenetic. Local and international telecom operators are jockeying for position ahead of January 1, when the territory's lucrative international direct dial market is deregulated. Companies have been signing alliances, slashing tariffs and advertising heavily. Page 12

Central bankers warn on earnings
European central bankers admitted that 1999 would be tough on the economic front, confirming analysts' views that lower corporate earnings were in prospect. Page 17

Tokyo up despite rise in bond yields
Shares in Tokyo, boosted by last-minute trades of a large lot futures order, rose despite a rise for 10-year government bond yields. Page 28

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Conoco to take \$50m charge

Oil group plans 975 job losses and capital spending cut
By Hilary Dargis in Houston
Conoco became the latest casualty of depressed oil prices yesterday as the US oil company said it would take an after-tax charge of \$50m, or 8 cents per share, against fourth-quarter earnings to cut costs and jobs.
The company said it expected annual savings of \$60m from the action, which will include 975 job cuts. It also said it would reduce its capital spending in 1999 by \$500m, or 21 per cent, to \$1.8m.
Conoco, based in Houston, joined a growing band of big oil companies - including Royal Dutch/Shell group and Texaco - that are curtailing spending plans as the lowest oil prices to hit the industry in more than a decade squeeze cash flow and profits.
The slump, which has lasted longer and hit harder than expected, has also prompted unprecedented consolidation led by Exxon's planned acquisition of Mobil and BP's intended takeover of Amoco.
Conoco's action came on the heels of an announcement Monday by Halliburton, the oilfield service and equipment supply group, which is to cut 2,750 jobs in its energy services group and take pre-tax charges in the fourth quarter totalling \$65m.
"It's going to be very difficult for companies that serve the oilfield in the energy business," said Dave Lesser, Halliburton president operating the margins that we would like and there are going to be companies that potentially don't survive this kind of an environment."
The chief problem for Halliburton and its sub-contractors is that their oil company customers are spending less.
Conoco said it would cut its oil and gas exploration budget by \$1.3bn, leaving its capital budget for re-development untouched. The company, which completed several large projects last year including the giant Britannia natural gas field development in the UK North Sea, will focus on its deep-water exploration and production efforts.
The company has 16,000 regular employees and more than 27,000 full-time contractors.
It had net income of \$109.7m on sales of \$25.78bn last year and was expected to earn six cents per share in the fourth quarter, according to a consensus of analysts compiled by First Call, the research firm. By early afternoon in New York, Conoco shares were down 3% to \$20.4 on the New York Stock Exchange.

Japan's retailers hope year-end shopping spree

STORES TAKE DRASTIC MEASURES IN G
By Alexandre Harney in Tokyo
Ito Yokado, one of Japan's largest retailers, has this week launched huge discount sales at its supermarket and convenience store chains during the key year-end shopping season in an attempt to revive sluggish consumer sentiment.
The move by Ito Yokado and its subsidiary Seven Eleven, the leading convenience store chain, to cut prices between 5 and 10 per cent at its 8,000 stores, highlights the increasingly drastic measures Japanese companies and politicians are taking to drum up demand in the country's longest recorded recession.
Facing the possibility of a sharp contraction in sales volumes this year, Ito Yokado, Daiichi and Jusco, three of the leading supermarket chains, have tried waiving a consumption tax, which was raised from 3 to 5 per cent in April 1997. Other stores, such as Jeans Mats, the clothing retailer, have shifted to 24-hour operation. Last month, the Japanese government offered some households shopping coupons worth ¥20,000 (¥100 starting next year).
Ito Yokado is confident its sale will push it ahead of the pack. "December is the top-selling month in Japan, and the last week is the time when our customers have the greatest opportunity to shop," the company said. In the first three days of the sale, Ito Yokado has already seen sales jump 40 per cent compared with the same period last year. But increased sales may not turn into increased profits. In the first six months of this year, Ito Yokado's net earnings slipped to ¥34.6bn from ¥87.7bn during the same period last year, although turnover improved slightly to ¥1,600bn. Rival supermarket Daiichi fared even worse, posting net losses of ¥983m.
With the jobless rate at a high of 4.4 per cent, household spending falling for 12 months, and incomes steadily declining, analysts warned that retailers could not hide from the recession. "There is a danger that if they become dependent on [bargain] sales, that over time the impact of each sale wanes. Clearly the fundamentals are still the same," said one.
Retail sales have been in a slump since the consumption tax rise last year.
Tokyo retailers hope the year of the rabbit will mean a leaping economy

European trading lifts LSE to record year

Record volumes of shares traded hands on the London Stock Exchange in 1998, with overall turnover boosted by a more than 50 per cent rise in the value of international share trading, the exchange said yesterday.
The LSE, which said its figures were preliminary, hailed the result as evidence that it has maintained its role as the centre for international share trading in Europe. The majority of the rise in trading in international equities - defined as shares in those companies largely domiciled outside the UK - came from European equities. "London's position as a leading international market was further strengthened during the year," the exchange said. "This was despite the slowdown in the number of new listings due to volatile world markets."
But the exchange said it did not believe the latest data undermined the rationale for its plan to link with the Frankfurt Stock Exchange, with the long-term goal of creating a pan-European exchange for Europe's largest companies.
The first phase of that plan is set to take effect in early January. "A number of firms have put forward estimates suggesting that trading in Euro-listed stocks is likely to double over the next five years. The reason is that with an ageing population, we expect a significant shift in national savings patterns. Although we have a large share of the pie now, that could change over the next few years."

European trading lifts LSE to record year
The latest data show that total trading in international equities in London was £2,196bn (£3,574bn) as measured by value, up 53 per cent from 1997. The number of bargains transacted also rose sharply by 30 per cent to 7,12m from 5,45m in 1997.
Turnover in UK shares rose much more modestly by 2.3 per cent to a total value of £1,084.6bn. However, the number of bargains increased more sharply, up 23 per cent to 16,18m.
The number of smaller companies choosing to list on the exchange continued to rise despite difficult markets in the second half of the year.
Of the 197 companies joining the exchange in 1998, 144 were smaller companies.
Aggregate market capitalisation of domestic and international companies achieved record year-end totals, with UK companies having a combined worth of about £1,363bn and overseas companies valued at £2,725bn.
London stocks, Page 24

It's neck and neck in the bonds and equities stakes

Nine years ago, I speculated that the 1990s might prove to be the decade of the bond, in contrast to the 1980s, which had been a golden era for equities. My focus was on the UK, where bonds had enormous scope to gain from the secular decline of inflation, but the potential for bond outperformance existed elsewhere too.
I compiled progress reports after 2 and 5 years, at which points UK government bonds were indeed showing better cumulative returns than UK equities. However, after 7 years equities had snatched the lead. Now the decade is 90 per cent completed, and it seems a good moment to update the statistics as the race enters the final straight.
Globally, there is nothing in it. The JP Morgan Global Government Bond Index was leading consistently until early 1997 when the FT/SE 100 Government Bond Index surged forward. Equities stayed ahead until July this year, but they faltered and bonds have almost caught up. The respective annualised dollar returns are now 9.5 and 9.4 per cent in favour of equities.
But in the UK, bonds are now significantly ahead on the basis of my original comparison of the All-Share Index and the over 15 Years gilt-edged index. Against a 18.6 per cent All-Share return in local currency, long gilts have achieved an extraordinary 14.6 per cent.
The high average duration of gilts gives them the edge over other government bonds when interest rates are falling, and this index specifically captures the high returns at the long end. The JP4 UK Index, covering the broader gilts market, is running slightly behind the All-Share. On the other hand, risky bonds should give significantly higher returns than top grade government paper.
The overall global parity in bond and equity returns conceals a huge contrast between the deflation-hit markets of Japan and booming Wall Street.
Japanese government bonds have faltered during the past week or two, and hit year-end selling yesterday, but they show excellent total returns over nine years of 7.4 per cent annualised. Equities have suffered negative returns of 8.5 per cent, which demonstrates the impact of Japan's yawning output gap.
Is there a warning here for Wall Street's bulls? In fact US equity and bond returns stayed very close until the beginning of 1996. Since then, however, equities have returned 29.4 per cent a year while Treasuries have managed a merely respectable 10.1 per cent. Calculated over the full nine years, US equities have returned an annualised 17.4 per cent, twice as much as bonds.
As for Germany, bonds stayed ahead until 1997 when a Wall Street-style equity bull market began to develop. However, the Continental bourses have faltered in recent months, and the equity return of 10.6 per cent is now only a modest two percentage points or so ahead of the bond returns - representing a more reasonable version than in most other markets, over the course of the 1990s. At what an equity risk premium should theoretically look like.
However, theories about the risk premium remain in the melting-pot. Only in the US has the puzzlingly high postwar long-term level of 8 or 7 per cent been maintained. It would appear that a different risk premium, the inflation risk premium, has been squeezed out of conventional bonds, especially in countries like the UK where historically inflation has been high. This is a once-and-for-all change, although the Japanese example shows it can proceed a very long way if the economic circumstances are peculiar enough.
Eventually central banks, led by the US Federal Reserve, may succeed in rekindling inflation. In the meanwhile, however, the squeeze on corporate profits and the fear of deflation in many countries could generate a final burst of glory for bonds.

Lafarge set for Serbian cement plant deal

By Guy Dimmore in Belgrade
Lafarge of France has fought off a rival bid by Britain's RMC to win agreement to take a majority stake in Serbia's state-owned Beocin cement plant.
Serb diplomats said European Union sanctions against Serbia could block the proposed deal.
Miladin Vuletic, a senior official at Beocin, said yesterday that Serbia had selected Lafarge from a number of companies and that an agreement should be signed by February. He said RMC had been ruled out after it said no payment could be made while EU sanctions against Belgrade were still in place.
Asked if Lafarge would be able to get round the sanctions, Mr Vuletic replied: "I hope so."
EU sanctions imposed this year in response to the crackdown by government forces in Kosovo province prohibit fresh investment in Serbia. The deal would be the largest privatisation sale by the cash-strapped Serbian government since the partial sale of Telecom Serbia 18 months ago.
A government official, who asked not to be named, said Beocin was valued at \$150m and Lafarge would take about 51 per cent. Lafarge has also offered a credit line to the Serbian government of about \$75m. On the EU investment ban, he said: "There are ways to get around that."
But a French diplomat in Belgrade said Lafarge could only sign a letter of intent and that the deal could not go ahead while EU sanctions were in force. "As far as the French government is concerned, we will respect the interdiction on investment until the last moment," he said.
Beocin, in the northern province of Vojvodina, produces about 1m tonnes of cement a year. It is in demand because of reconstruction following the wars that broke apart former Yugoslavia.
Beocin's management board voted in favour of RMC but was overruled by members of the government, the official Serbian source said. Serbian newspapers suggested political factors influenced the choice of a French company because of Britain's perceived tougher line towards Kosovo.
Negotiators from Lafarge arrived in Belgrade yesterday but were not available for comment.



Tokyo retailers hope the year of the rabbit will mean a leaping economy

Notice to the Holders of the issues of Notes and Instruments referred to below

Telefonica Europe B.V.
(a private company with limited liability under Netherlands law with corporate seat in Rotterdam)

U.S. \$2,000,000,000

Programme for the Issuance of Debt Instruments
(the "Programme")

guaranteed by
TELEFONICA, S.A.

FTE 15,000,000,000 Collateral Floating Rate Notes due 2004 issued under the Programme (the "Portuguese Escudo Notes")

U.S. \$500,000,000 6.375 per cent Instruments due 2003 issued under the Programme (the "US Dollar Notes")

(together, the "Instruments")

Notice is hereby given by Telefonica Europe B.V. (the "Issuer") that at the adjourned meetings of holders of the Portuguese Escudo Notes and holders of the US Dollar Notes (the holders of each series, the "Holders") held on Thursday, 3rd December, 1998 reconvened from meetings held on Wednesday, 18th November, 1998, the Resolution set out in the notices published on 26th October, 1998 and 20th November, 1998 respectively and given to Holders in accordance with the provisions of the terms and conditions of the Instruments and the Issuer and Paying Agency Agreement dated 12th November, 1996 made between the Issuer, Telefonica de España, S.A. (now Telefonica, S.A.), Bankers Trust Company as fiscal agent and principal registrar (the "Fiscal Agent"), Bankers Trust Luxembourg S.A. as first alternative registrar, Bankers Trust Luxembourg S.A. and Swiss Bank Corporation (now UBS AG) as paying agents (together with the Fiscal Agent, the "Paying Agents"), was duly passed as Extraordinary Resolution.

The Resolution is set out below:

"THAT the Holders hereby resolve to approve the reorganisation of Telefonica, S.A. (the "Guarantor"), the guarantor of the Instruments, involving the transfer by the Guarantor of all its assets, liabilities, rights, obligations, operations, employees and all contractual and other undertakings directly or indirectly related to its telecommunications business in Spain to Telefonica Sociedad Operadora de Servicios de Telecomunicaciones en España, S.A. (the "Additional Guarantor"), a newly established wholly-owned subsidiary of the Guarantor, incorporated in Spain and registered at Madrid Mercantile Registry under registration no. Volume 13,170, Folio 6, Section 8, Page M-213180, as approved in outline by a general shareholders' meeting of Telefonica, S.A. held on 17th March, 1998 and by a meeting of a board of directors of Telefonica, S.A. on 30th September, 1998 and as further detailed in the Briefing to Holders dated 23rd October, 1998 relating to the reorganisation of the Guarantor produced to the Meeting and intended for the purpose of identification by the Chairman, and to approve the appointment of the Additional Guarantor as an additional guarantor of the Instruments; and the Holders hereby authorise and direct each of the Issuer, the Guarantor, the Additional Guarantor and the Paying Agents to execute, perform and concur in all such deeds, instruments and acts as may be considered by them to be necessary or expedient for or incidental to the implementation of this resolution."

30th December, 1998

Telefonica Europe B.V.

COMPANIES & FINANCE

Singer's Brazilian sale fails to lift shares

By Richard Waters in New York

Singer, the US maker of sewing machines whose brand is a household name from Mexico to Sri Lanka, has taken the first step in a restructuring forced on it by the collapse of emerging markets.

Last week, in the first part of a disposal programme announced early in the year, Singer said it had sold its retail operations in Brazil. As in several other coun-

tries, the stores sold Singer-branded items such as television sets and refrigerators made by other manufacturers, as well as the company's own sewing machines.

Despite the move, however, the company's battered stock has failed to revive and its immediate outlook, in the face of Asia's continuing economic problems and a gathering slowdown in Latin America, remains clouded.

Singer relied on the emerging world for 70 per cent of

its \$1.4bn of revenues last year, including those from affiliated companies.

Standard & Poor's, the US rating agency, put Singer's B+ credit rating under review for a downgrade, prompted by its exposure to the emerging world, a slower-than-expected programme of asset sales and a weaker cash position.

However, Stephen Goodman, chief executive, said the company did not intend to shift its basic focus on

emerging economies. He added that recent signs of a revival in Asia supported the company's view that a broader recovery would be evident in the region in 2000 - though he also warned that hopes of a revival earlier this year had proved unfounded.

Singer's difficulties in Brazil reflect the broader problems faced by consumer product companies in a country that sucked in foreign investment in the early

1990s. "It was a fantastic market between 1993 and 1995," said Mr Goodman. The relaxation of market restrictions and a consumer spending boom led to soaring demand for all types of consumer durables, he added.

The disposal, concluded last week, has done little for Singer's shares. They were trading yesterday at \$37, against a 1993 peak of \$37.4.

While acknowledging that Singer had moved more slowly than it had hoped in

selling properties to raise cash, Mr Goodman said the company had been successful in scaling back its balance sheet this year.

Despite its problems, Singer is not ready to scale back in emerging markets. On Thursday, where Singer's sales have fallen from \$350m to \$120m over the past five years, Mr Goodman said: "Our view is, it's going to recover. In the long term, Thailand is going to make sense."

Deregulation sets cost-cutting ball rolling in HK telecoms

Groups are jockeying for position as the territory's international direct dial market is opened to competition, writes Louise Lucas

With barely a week to go before one of Hong Kong's last big private monopolies is cracked open, activity and price cutting within the telecommunications sector is frenetic.

Local and international telecom operators are jockeying for position ahead of January 1, when the territory's lucrative international direct dial (IDD) market is thrown open. Eager not to miss a trick, participants have been signing alliances, slashing tariffs and advertising heavily.

Alliances between global players have been signed by New T&T and New World Telecom.

These new alliances, the groups say, will enable them to deliver seamless services when they launch their international simple reals (ISR) services next year.

ISR, where operators lease and sell on existing capacity, is the first phase of Hong Kong's deregulation. From January 1, operators will be able to build their own infrastructure.

New T&T's partnership is with Global One - which groups Deutsche Telekom, France Telecom and Sprint of the US - and this will help it deliver calls by ISR. Overall costs to the company are set to fall by some 30 per cent, according to Stephen Ng, New T&T chairman.

Price cutting on mobile services has also come sharply into focus. Earlier

Hong Kong's poor economic climate has prompted Hongkong Telecom to hold off implementing tariff hikes for local lines on January 1, writes Louise Lucas. The right to increase local rates then was part of the group's compensation for the early surrender of its IDD monopoly.

Analysts say Hongkong Telecom may have balked at raising prices when competition was intensifying. Thus, while the group is eager to rebalance its tariffs - IDD services currently subsidise local ones to the tune of HK\$1bn a year - it will continue with its HK\$68.90 monthly fee for local residential lines.

Local calls are free, and the group's local residential line business operates at a loss.

this month, Hutchison Telecom, the biggest of Hong Kong Telecom's rivals, slashed its mobile tariffs by 83 per cent. On the same day, SmartTone, the third biggest mobile operator, launched a new deal of 1,000 minutes for HK\$388 (US\$60) a month.

However, at Hongkong Telecom the pace of change has been rather more sedate. IDD services last year accounted for just under half of total turnover.

Attempts to cut costs, already under way for a

number of years, came to a head in September when the company's 13,500 employees balked at a proposed 10 per cent salary cut. A compromise to link the 13th money pay - a traditional although not obligatory "bonus" paid in Hong Kong - to profitability was also rejected by staff.

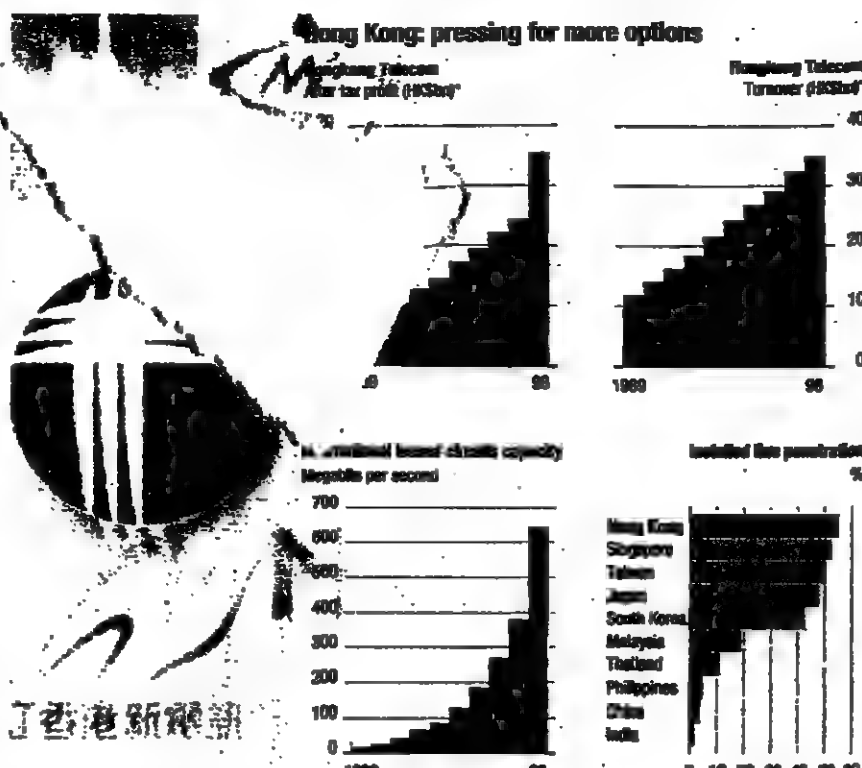
Efforts to expand other areas of profitability to replace IDD have also been problematic. Geographically, Hongkong Telecom has achieved little more than a whisper of a promise and a few consultancy-style deals in China, its natural expansion market.

Nor has it made any purchases in south-east Asia, despite signalling its intention to do so at the start of the region's financial crisis.

While British Telecom communications has scooped up significant stakes in LG of South Korea and Bharti of India, Hongkong Telecom only went as far as to acquire a Hong Kong-based mobile phone company. But that has shed subscribers since the acquisition.

Analysts attribute Hongkong Telecom's abortive acquisition trail to parent Cable and Wireless of the UK, which is loathe to see benefits of an acquisition accrue solely to its subsidiary.

Cable and Wireless set out stringent criteria for majority stakes in any acquisition, sought 50:50 partnerships



and "basically restricted Hongkong Telecom from making any meaningful investments", says Dylan Tinker, regional telecoms analyst at Jardine Fleming Securities.

In contrast, Hongkong Telecom has taken more proactive strides in Hong Kong. The company's decision four years ago to create more broadband capacity - which can be used for more network-intensive services

such as internet and TV - means 75 per cent of Hong Kong's 1.8m households are now wired up and ready to receive, among other future services, digital TV.

However, this forward planning has done little to boost short-term revenues. This year's pioneering launch of video-on-demand is unlikely to break even in the next two years, analysts say.

Indeed, as profits begin to flow from newer areas the

pressures on traditional sectors will intensify.

Mobile phones are coming under renewed attack with the aggressive price-cutting measures announced by Hutchison and SmartTone.

"They [Hongkong Telecom] face the same problem on mobile that they have on IDD: they have resisted lowering prices to gain market share, and now it's going to catch up with them," says Mr Tinker.

NEWS DIGEST

TRAVEL INDUSTRY

Preussag agrees takeover offer for First Reisebüro

Preussag, the German group, yesterday unveiled the latest stage in its strategy of transforming itself from a heavy-industrial conglomerate into a travel and logistics-oriented company with the announcement it had agreed the takeover of First Reisebüro, Germany's biggest chain of travel agents. The deal follows Preussag's announcement last week that it had agreed the acquisition of a controlling stake in Thomas Cook, the British travel agency and financial services company.

Privately-held First Reisebüro operates 580 travel agent outlets. Among the company's shareholders is Westdeutsche Landesbank, the big publicly owned bank that is also Preussag's largest shareholder in Thomas Cook, where it has agreed to sell a total of 50.1 per cent of the company to Preussag in two tranches.

The takeover of First Reisebüro is being carried out by Hapag-Lloyd Union, Preussag's travel and tourism unit, and was pushed through shortly before the end of the year for tax reasons. Financial terms for the deal, which must be approved by the federal cartel office, were not disclosed. Frederick Stüdemann, Bonn

BANKING

ABN Amro in euro clearing deal

ABN Amro said yesterday it had become the first bank to receive approval to clear euros directly from the US. The Dutch bank said its North America regional clearing centre in New York had become a member of the Electronic Clearing House in Frankfurt, which would give it a direct link to Target, the European central bank's settlement system.

ABN Amro also launched euroSmart, a centralised clearing service that enables customers to manage their dollar and euro accounts from a single entry point in New York. Clay Harris

VEHICLE PARTS

SPX to cut 1,000 jobs

Vehicle parts maker SPX Corp said it would cut 1,000 jobs, or about 7 per cent of its workforce, and take a charge in the fourth quarter as it integrated the operations of General Signal. SPX will close about 25 of General Signal's facilities, including its headquarters in Stamford, Connecticut, and face a charge of \$210m-\$250m, before taxes, to cover the costs.

SPX agreed to acquire General Signal in July for about \$2bn, creating a company with annual sales of \$2.5bn in vehicle parts, industrial and electrical controls, and other businesses. The job cuts, which will occur over the next six months, stem from the closings, an early retirement programme and other actions, SPX said.

At the time the deal was announced, SPX said it would be accretive to earnings in 1999 and identified annual cost savings of \$55m-\$60m, which could be realised in the first year after the merger. Analysts have forecast 1999 earnings of \$4.85 a share. SPX shares were trading down \$1/4 to \$65 1/2 at midday yesterday. AP-DJ, Muskegon, Michigan

BUSINESSES FOR SALE

ALPHA ASTIKA AKINITA

INVITATION FOR THE DISCLOSURE OF INTEREST FOR THE PURCHASE OF THE ASSETS OF THE COMPANY "VOKERAL A.E.V.E. SIDERS & GEORGIOS SAPOUNAS"

The incorporated company under the title "ALPHA ASTIKA AKINITA A.E." (43 Panepistimiou street, Athens 105 64), in its capacity as special liquidator of the incorporated company under the title "VOKERAL A.E.V.E. SIDERS & GEORGIOS SAPOUNAS" with head offices in Larissa, 6th km of the Larissa-Sykourion highway, Prefecture of Larissa, by virtue of the provision of article 46, Law 1892/1990 which was added to the provision of article 14, Law 2001/1991 as modified and applicable, and of Judgement No. 881/1998 of the Larissa Court of Appeal,

INVITES all interested parties to declare their interest for the purchase of the total assets of "VOKERAL A.E.V.E. SIDERS & GEORGIOS SAPOUNAS", a company having as its objective the exploitation of a life-works factory situated on the 6th km of the Larissa-Sykourion highway, Prefecture of Larissa, by submitting within a term of twenty (20) days from the present publication, a non-binding declaration of interest in writing.

The assets of the company under liquidation include a fully equipped life-works factory situated on the 6th km of the Larissa-Sykourion highway, Prefecture of Larissa and the attendant land area.

The factory consists of office buildings, industrial site-warehouses and ancillary buildings in the surrounding area, covering a total area of 31,857.00 sq.m., fully equipped with both movable and immovable equipment and other special installations-constructions and landscaping works serving the operational requirements and security of the industrial unit. The above complex has been erected on a site covering a total of approx. 188,592.00 sq.m.

All parties wishing to declare their interest and receive a detailed offer memorandum with additional information, are kindly requested to apply to "ALPHA ASTIKA AKINITA A.E." (Mr. Christos S. Agathopoulos and Gerassimos A. Christopoulos, 43 Panepistimiou street, 105 64 Athens, tel. No. 325 6111, 325 6110, fax No. 325 6118).

METRO

METRO FINANCE B.V.

Diemen, The Netherlands
DM 50,000,000 Floating Rate Notes 1998/2001
Tranche No. L27 Common Code: 8 980 050
(Issued under the DM 2 billion Multi-Currency Euro Medium Term Note Programme of METRO AG)

The Rate of Interest applicable to the Interest Period from 29 December 1998 to 28 June 1999, inclusively, was determined to be 3.38484 per cent per annum. This Interest Rate is according to Article 4 of the Pricing Supplement equal to the rate of six-months DM LIBOR plus a Margin of 16 basis points on the Interest Determination Date. Therefore, on 29 June 1998, Interest is due in the amount of DM 1,711.22 per Note of DM 100,000 principal amount.

Frankfurt am Main, December 1998
Dresdner Bank Aktiengesellschaft
Issuing and Principal Paying Agent

THE STARS PROGRAMME STARS 1 PLC

\$475,000,000
Class A Floating Rate
Mortgage Backed
Securities 2029
Notice is hereby given that the Principal outstanding on the subject issue for the Interest period December 29, 1998 to March 29, 1999 will be £108,042,500.00. The Principal amount outstanding for each note is £3,758.00.

Global Agency and Trust Services,
Citibank, N.A., London
December 30 1998
CITIBANK

THE STARS PROGRAMME STARS 1 PLC

\$475,000,000
Class A Floating Rate
Mortgage Backed
Securities 2029
Notice is hereby given that the Rate of Interest has been fixed at 6.69688% and that the Interest payable on the relevant Interest Payment Date March 29, 1999 against Coupon No. 33 in respect of £10,000 nominal of the Notes will be £62.06.

Global Agency and Trust Services,
Citibank, N.A., London
December 30 1998
CITIBANK

NATIONAL TREASURY MANAGEMENT AGENCY

NATIONAL DEBT OF IRELAND
NOTICE OF REDENOMINATION INTO THE EURO

With effect from 1 January, 1999 Ireland acting through the National Treasury Management Agency will redenominate its negotiable debt instruments denominated in Irish Pounds into the Euro.

The following securities are affected:

SECURITY	COUPON	MATURITY DATE
TREASURY BOND	6 1/4%	1 APRIL 1999
CAPITAL STOCK	7 1/4%	15 JULY 1999
TREASURY BOND	8%	18 OCTOBER 2000
CAPITAL STOCK	11 1/4%	15 APRIL 2000
GOVERNMENT BOND	9%	15 JULY 2001
CAPITAL LOAN	8%	15 OCTOBER 2001
TREASURY BOND	6 1/4%	18 OCTOBER 2001
TREASURY BOND	DIBOR	19 APRIL 2000
EXCHEQUER BOND	8 1/4%	30 OCTOBER 2003
CAPITAL STOCK	9 1/4%	11 JULY 2003
DEVELOPMENT STOCK	12 1/4%	15 JUNE 2000 - 03
TREASURY BOND	6 1/4%	18 OCTOBER 2004
DEVELOPMENT STOCK	14 1/4%	1 FEBRUARY 2002 - 04
EXCHEQUER STOCK	6 1/4%	27 JUNE 2000 - 05
CAPITAL STOCK	12 1/4%	15 DECEMBER 2005
TREASURY BOND	8%	18 AUGUST 2006
CAPITAL STOCK	9%	1 SEPTEMBER 2006
TREASURY BOND	6%	18 AUGUST 2008
CAPITAL STOCK	8 1/4%	30 JULY 2008
CAPITAL STOCK	8 1/4%	1 OCTOBER 2010
CAPITAL STOCK	8 1/4%	30 SEPTEMBER 2012
CAPITAL STOCK	8 1/4%	18 AUGUST 2015

Additional securities being redenominated:

- Securities denominated in Irish Pounds, to which section 69 of the Finance Act, 1985 or section 44 of the Taxes Consolidation Act, 1997 apply, will also be redenominated into the Euro.
- Exchequer Notes.
- Agricultural Commodity Intervention Bills.

Redenomination Method

Redenomination shall be effected as follows:

- Securities shall be redenominated by the recorded value on the register of each individual holding identified on the register and valued prior to redenomination in the Irish Pound unit being re-stated in the Euro unit, which statement of the value of that individual holding shall be calculated by applying the conversion rate adopted for the Irish Pound unit by the Council of Ministers according to the first sentence of paragraph 4 of Article 109L (inserted by the Treaty on European Union) of the Treaty establishing the European Community to the recorded value of each such holding;
- The value of each individual holding shall, after redenomination, be stated on the register to the nearest cent and roundings carried out to determine the value of individual holdings to the nearest cent shall follow the rule that, when the third decimal is equal to or greater than 5, the amount is rounded up to the next cent, while if the third decimal is less than 5, the amount is rounded down to the previous cent;
- The National Treasury Management Agency may issue or withdraw such amounts of the securities as may be necessary to ensure that the sum of the values of the individual holdings outstanding in the Euro immediately after redenomination is equivalent to the sum of the values of the individual holdings in Irish Pounds of that security outstanding immediately prior to redenomination and no such issuance or withdrawal shall constitute a contravention of any contractual agreement; and
- The National Treasury Management Agency may take all such other steps as may be necessary or desirable consequent on redenomination.

This notice is issued pursuant to Article 7 of the Economic and Monetary Union Act, 1998 (Redenomination of Negotiable Debt Instruments) Order, 1998 (S.I. 424 of 1998).

All queries regarding redenomination should be addressed to:

HEAD OF CONTROL
NATIONAL TREASURY MANAGEMENT AGENCY
TREASURY BUILDING, GRAND CANAL STREET, DUBLIN 2, IRELAND
TEL: +353 1 676 2366 FAX: +353 1 676 6661
TELEX: 91997 NTMA IE
E-MAIL: headofcontrol@ntma.ie

البيان المالي



On January 4th,
Chase will know something
you'll need to know.
Where your €uros are.

Whether you're investing, financing, trading, settling or safekeeping in euro, Chase is the first financial institution in the world to deliver a one-stop euro solution globally. Chase has developed the technology and client service capability to settle euro and 'in' currencies via our Frankfurt payments hub. If you'd like to know more about Chase's euro solutions, contact your relationship manager or the EMU Project Office on 44 171 777 2600.

Standard Settlement Instructions
Chase settles all euro and EMU 'in' currencies via Chase Manhattan Bank A.G., Frankfurt, CHASDEFN, from 1/1/99.

Chase. The right relationship is everything.

COMPANIES & FINANCE

VEHICLE MANUFACTURING SWEDISH GROUP SEES CHARGES OF UP TO SKR300m A YEAR

Volvo warns on cost of euro

By Tim Surt in Stockholm

Volvo, the Swedish automotive group, yesterday warned that transaction and currency charges associated with the euro could cost the company up to SKR300m (\$36.5m) a year.

The group, which is urging the Swedish government to join the single currency as soon as possible, said Sweden's decision to abstain from the project meant Volvo would incur higher costs at its car and truck manufacturing plants inside the euro-zone.

"As long as Sweden remains outside the euro, Volvo will suffer from a disadvantage in currency and interest costs," said Lars I. Persson, the executive leading Volvo's euro preparations.

Volvo is the first big Swedish corporation to quantify the financial cost of the government's decision not to join the euro, at least in the first wave.

As a whole, Swedish industry has criticised the



Volvo: will incur higher costs at its manufacturing plants within the euro-zone

move, arguing that export-oriented companies will lose out to competitors inside the euro-zone, which will enjoy greater transparency in purchasing prices and an end to currency transaction costs.

Sweden's ruling Social Democrats have adopted a wait-and-see approach to the euro, even though it does not have an opt-out from the Maastricht treaty.

A referendum on Swedish participation is not expected before 2001, when the coun-

try assumes the European Union presidency.

Volvo, in its single currency preparations, is predicting the country will not embrace the euro before 2003. The automotive group has sales of close to SKR70bn in the euro-zone, accounting for about a third of its total revenues.

Excluding higher-than-average interest charges in Sweden, the company has estimated euro-related currency hedging and transac-

tion costs at SKR250m-SKR300m a year - equivalent to almost 2.3 per cent of annual pre-tax profits.

The company is planning to transfer its group accounts to the euro from 2001, although it will demand payments in the single currency from euro-zone suppliers from the start of 1999.

That is expected to contribute savings on purchasing costs of about SKR100m a year.

Scania sees rise in European sales

By Tim Surt

Scania, the Swedish heavy truck maker, is expecting a sharp rise in European sales this year following increased fleet demand in France and Germany.

The company, which controls about 15 per cent of the western European market, is likely to see full-year sales in the region rise by up to 20 per cent to about 34,000 vehicles, according to industry and company estimates.

That growth will offset volatile demand in Latin America, where weak sales and cost overruns in Brazil - Scania's single largest mar-

ket - could dent the group's profit growth for 1998.

Sales in the region are forecast to fall by 15-20 per cent in the 12 months to January 31.

In a bid to improve margins in Latin America, Scania has laid off 300 workers in Brazil - almost 8 per cent of its workforce in the region - in the past three months.

Nevertheless, robust European growth is expected to lift full-year operating profits, from SKR3,060m to SKR3,600m (\$442m) on sales up sharply from SKR3,700m to SKR4,500m. Scania said yesterday its

performance had been enhanced by rapidly rising demand in France, where full-year sales are projected to rise from 2,854 trucks in 1997 to about 4,000.

"There have been a number of big fleet orders for the 4-series truck, which has been a breakthrough in France," said Scania.

The overall European truck market is expected to grow from 170,000 to 200,000 units for 1998.

While that should lift underlying operating profits, pre-tax figures for the year are likely to be undermined by restructuring charges and operating losses in Brazil.

Scania, meanwhile, is expected during the first quarter to conclude a feasibility study into whether to move into mid-size trucks.

The company has been exploring such a step for more than a year, following inconclusive talks with Volkswagen of Germany about a possible joint development in that sector.

If Scania decides to move into mid-size trucks, the vehicle is expected to be modelled closely on its 4-series heavy truck.

Yesterday, the company declined to say when it might make a final decision.

Siemens to build Indian terminal

By Amy Louise Kazmin in New Delhi

India's southern state of Tamil Nadu has picked a Siemens-led consortium to build, own and operate a \$1.48bn integrated liquefied natural gas terminal and power plant at its new port of Ennore, outside the city of Madras.

The project calls for a terminal that could initially receive 2.5m tonnes of LNG every year, and then be expanded to meet demand for LNG from other customers.

However, it initially envisages using the entire quantity of LNG for a 1,866 megawatt power plant near the port.

The consortium, Dakshin Bharat Energy, was chosen by the Tamil Nadu Industrial Development Corporation (Tidco), a state-owned company charged with attracting infrastructure investment in the state. It is promoting overseas investment in areas such as power, ports and roads.

Along with Siemens, the consortium includes Unocal and CMS of the US, India's Aditya Birla, and Woodside Petroleum of Australia. The group has tied up with RasGas of Qatar for the supply of LNG to the project.

Tidco said its key criteria had included the cost of power, capital costs, power plant costs and the pricing of the LNG.

Tidco is building a port to handle bulk cargo at Ennore to relieve the congestion at Madras.

Other bids came from partners led by Enron of the US, Petronas of Malaysia, and the Anglo-Dutch Shell Gas.

Jump in investment in US equity mutual funds

By Richard Waters in New York

Ordinary Americans poured their savings back into the stock market in November, recovering confidence quickly after the sickening dip that share prices took in August and September, according to figures released yesterday.

Equity mutual funds, which have been at the heart of America's love affair with the stock market in the 1990s, drew in a net \$18bn during the month. That compares with just \$2.5bn the month before, according to the Investment Company Institute, the mutual fund industry's trade association.

Despite the quick recovery

in confidence in the stock market, however, the latest mutual fund figures show Americans are also still hunting for safer homes for their investments.

Money market funds, the safest vehicles of all, drew in \$34bn, lower than the \$45.8bn of October but still well above normal levels. In September, such funds attracted only \$7.4bn.

In another sign of greater caution, bond funds attracted \$9.1bn during November, compared with \$5.4bn the month before.

The recovery of interest in equity mutual funds, meanwhile, marks a partial return to the sort of enthusiasm that reigned in the first half

of this year. On average, such funds had attracted more than \$30 a month, before a summer lull and the autumn stock market volatility produced a new mood of caution.

While American investors have recovered some of their confidence in their domestic stock market, however, they still seem wary of foreign equities. According to the Institute, most categories of funds that invest in foreign stocks suffered outflows of money during November.

As a result, such funds now account for only 18.5 per cent of the \$235bn invested in US mutual funds - down from 14.8 per cent a year ago.

JGB prices fall sharply

By Vincent Holland in London and John Lohate in New York

Bond markets went hither and thither in quiet post-Christmas trading yesterday. Yields on Japanese government bonds rose sharply while European markets were mostly firmer and US Treasury bond prices fell slightly.

Several banks were reported to be in the market selling JGBs, sending prices tumbling ahead of the market's close today for the New Year holiday.

The yield on the benchmark 10-year JGB had risen nearly 30 basis points to 3.87 per cent at the close of business in Tokyo, slightly below the day's high of 3.9 per cent.

Traders and analysts said the JGB market was adjusting to fears of a big oversupply of bonds next year after the Trust Fund Bureau, a

key supporter of the market, said last week it would be reducing its buying activities in the market.

The news prompted many other big investors to begin unloading overweight positions, and further price falls were likely, the analysts said.

The weakness of the Tokyo market spilled over into the US Treasury market, where Japanese buyers are big players.

In early trading yesterday the price of the benchmark 30-year bond had fallen 1/8 to 101 1/8 in thin trading yesterday, 5.186 per cent. Among short-term issues, yielding 4.744 per cent, 10-year notes lost 1/8 to 98 1/8, yielding 4.769 per cent.

"It's a very quiet day, and the volume is quite light ahead of the day's two-year auction," said Richard Gilhooly at Paribas Capital Markets. The US Treasury was due to auction \$15bn in

two-year notes later in the afternoon.

European markets were generally unaffected by the sell-off in Tokyo and ended higher in very quiet trading as confidence grew about a smooth change-over to the euro this weekend. The supportive tone was reinforced by comments from European central bankers to the effect that post-euro interest rates would remain steady at 8 per cent well into 1999.

Anticipating the new currency, the German government is to auction 10-year bonds dominated in euros next week to raise about €5bn. It will be the first such auction in euros from that source and will mark the first of a wave of issuance in the euro next year.

In the markets, the March German bond contract stood 0.57 higher at 115.61 in late Frankfurt trading, while the March UK gilt contract was also sharply higher, settling at 115.67.

WORLD BOND PRICES

BENCHMARK GOVERNMENT BONDS

Dec 29	Dec 28	Dec 27	Dec 26	Dec 25	Dec 24	Dec 23	Dec 22	Dec 21	Dec 20	Dec 19	Dec 18	Dec 17	Dec 16	Dec 15	Dec 14	Dec 13	Dec 12	Dec 11	Dec 10	Dec 9	Dec 8	Dec 7	Dec 6	Dec 5	Dec 4	Dec 3	Dec 2	Dec 1	Nov 30	Nov 29	Nov 28	Nov 27	Nov 26	Nov 25	Nov 24	Nov 23	Nov 22	Nov 21	Nov 20	Nov 19	Nov 18	Nov 17	Nov 16	Nov 15	Nov 14	Nov 13	Nov 12	Nov 11	Nov 10	Nov 9	Nov 8	Nov 7	Nov 6	Nov 5	Nov 4	Nov 3	Nov 2	Nov 1	Oct 31	Oct 30	Oct 29	Oct 28	Oct 27	Oct 26	Oct 25	Oct 24	Oct 23	Oct 22	Oct 21	Oct 20	Oct 19	Oct 18	Oct 17	Oct 16	Oct 15	Oct 14	Oct 13	Oct 12	Oct 11	Oct 10	Oct 9	Oct 8	Oct 7	Oct 6	Oct 5	Oct 4	Oct 3	Oct 2	Oct 1	Sept 30	Sept 29	Sept 28	Sept 27	Sept 26	Sept 25	Sept 24	Sept 23	Sept 22	Sept 21	Sept 20	Sept 19	Sept 18	Sept 17	Sept 16	Sept 15	Sept 14	Sept 13	Sept 12	Sept 11	Sept 10	Sept 9	Sept 8	Sept 7	Sept 6	Sept 5	Sept 4	Sept 3	Sept 2	Sept 1	Aug 31	Aug 30	Aug 29	Aug 28	Aug 27	Aug 26	Aug 25	Aug 24	Aug 23	Aug 22	Aug 21	Aug 20	Aug 19	Aug 18	Aug 17	Aug 16	Aug 15	Aug 14	Aug 13	Aug 12	Aug 11	Aug 10	Aug 9	Aug 8	Aug 7	Aug 6	Aug 5	Aug 4	Aug 3	Aug 2	Aug 1	July 31	July 30	July 29	July 28	July 27	July 26	July 25	July 24	July 23	July 22	July 21	July 20	July 19	July 18	July 17	July 16	July 15	July 14	July 13	July 12	July 11	July 10	July 9	July 8	July 7	July 6	July 5	July 4	July 3	July 2	July 1	June 30	June 29	June 28	June 27	June 26	June 25	June 24	June 23	June 22	June 21	June 20	June 19	June 18	June 17	June 16	June 15	June 14	June 13	June 12	June 11	June 10	June 9	June 8	June 7	June 6	June 5	June 4	June 3	June 2	June 1	May 31	May 30	May 29	May 28	May 27	May 26	May 25	May 24	May 23	May 22	May 21	May 20	May 19	May 18	May 17	May 16	May 15	May 14	May 13	May 12	May 11	May 10	May 9	May 8	May 7	May 6	May 5	May 4	May 3	May 2	May 1	April 30	April 29	April 28	April 27	April 26	April 25	April 24	April 23	April 22	April 21	April 20	April 19	April 18	April 17	April 16	April 15	April 14	April 13	April 12	April 11	April 10	April 9	April 8	April 7	April 6	April 5	April 4	April 3	April 2	April 1	March 31	March 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Loiseau offering fails to excite

By Samer Iskander in Paris

Bernard Loiseau, one of only 20 chefs with the highest, three-star, rating in the Michelin Guide of French gastronomy, has failed to find the right recipe to stimulate investors' appetite for shares in his eponymous company, recently floated on the Paris bourse.

Regulators suspended trading in the shares for a week from last Wednesday, as soon as they were issued. Yesterday, they ended their first session at FF50, up FF1, in restricted trading.

The Commission des Opérations de Bourse, the stock market regulator, first suspended the sale on December 14, three days before the planned launch, asking the company to supply additional financial information.

However, the COB later deemed the information inaccurate and refused to clear the sale even after the shares had been placed with investors on December 23. In the past week, Loiseau has corrected the figures through advertisements in the financial press.

Portzamparc, the broker arranging the issue, said the delays had resulted in "bad timing", as market liquidity dried up in the holiday season. The offering was priced at FF70 a share, at the bottom of the indicative range of FF60-FF75, but demand barely matched the 825,000 shares on offer (of which 800,000 were pre-placed).

However, Portzamparc remained "confident" the issue would perform well, claiming that at 14 times expected 1999 earnings, the shares were 30 per cent below their theoretical fair value.

Loiseau had net profits of FF72.2m (\$81,000) on sales of FF81.3m in 1997. It is expecting FF74.3m in profits on sales of FF81.3m in 1998.

GOLD FACILITY WILL BE USED TO HELP FINANCE PURCHASE OF MINORCO GOLD MINING AND EXPLORATION INTERESTS

Anglogold agrees \$350m syndicated loan

By Greta Steyn in Johannesburg

Anglogold, the world's largest gold producer and part of South Africa's Anglo American conglomerate, has announced it is to use a syndicated bank loan of \$350m to help finance its \$550m acquisition of the gold mining and exploration interests of its sister company Minorco.

Anglogold said the balance would be funded from the company's cash resources.

Analysts said the effect of the loan would be to help Minorco, which is listed in Luxembourg, to reduce its debt significantly while Anglogold would for the first time have substantial debt on its balance sheet. Minorco is to be absorbed by Anglo American when it moves its head office and primary listing to London next year.

Anglogold's purchase of Minorco's gold interests extends the South African gold company's business out of Africa into North and South America.

The deal came at the end of a busy year for Anglogold, as the company consolidated its South African, Namibian and other African gold mines into a single entity listed on the New York stock exchange, the first South African company to do so.

The acquisition gives Anglogold, which is the world's foremost deep mining company, increased

exposure to open pit and shallow underground mining. Analysts speculated yesterday that further offshore acquisitions, possibly in Australia, were in the pipeline, as the gold company continued to diversify its asset base and mining risk.

Instead of Anglogold's operations being confined to three countries in Africa, they will now be located in six countries on three continents. The South African company's acquisitions

include Independence Mining Co, which has Pikes Peak Mining in Colorado; 70 per cent of the Jerrit Canyon joint venture in Nevada; 50 per cent of Sierra Grande in Brazil; all of Morro Velho in Brazil; and 45 per cent of Cerro Vanguardia in southern Argentina.

Anglogold said the mining assets purchased from Minorco met its acquisition criteria - cash costs were low (below \$200 an ounce); there was potential to

expand while adding about 800,000 ounces of gold to current gold production; and mines had a remaining life of more than five years.

The additional production will boost the company's output by 12 per cent to 7.5m ounces a year - a 10th of world gold production.

The company said the purchase price was expected to be reduced by \$50m after adjustment for long-term debt and net current assets on December 31.

INTERVIEW CHAIRMAN JEAN-CYRIL SPINETTA DISCUSSES THE FLAG CARRIER'S PROSPECTS

Air France ready to take off

By David Owen in Paris

If Jean-Cyril Spinetta, the Air France chairman, thought this was a busy year, he may want to brace himself for more of the same in 1999.

Barring the unexpected, the last year of the millennium should bring a real turning-point in the French national carrier's sometimes turbulent history.

The main catalyst for change should be the airline's long-awaited partial privatisation. However, Mr Spinetta has also indicated that 1999 should also be the year in which the company decides which of its two partners - Continental Airlines and Delta Air Lines - it is to join in a new global airline alliance.

Meanwhile, the expansion of Air France's hub at Roissy, north of Paris, will take a big step forward with the planned opening of a third runway in April.

All told, Mr Spinetta says the airport will add 50 per cent to its "slot" capacity in three years. "That is a situation that for the moment you don't find anywhere else in Europe," he says.

He says the aim of the company, as this new capacity comes onstream, is to

maintain its current 51 per cent share of aircraft movements at Roissy.

In spite of what looks like a packed agenda for Air France, the chairman admits with a shrug - but characteristic candour - that he

'One of the problems of Air France is not that we are lacking in alliances. It is that the system is not visible for our clients'

has no clear idea how his company's expected initial public offering will change the way it is managed.

He has clearly reflected on the subject, however. "Being a quoted company means first having a daily reference point for everybody. This means the economic community is making a continuous judgment on the company's performance," he says.

Going ahead with the partial privatisation would be a "bet" on the group's ability to create value over the long term. And it would impose an obligation to keep investors well informed.

"All of a sudden, the company would know it was permanently under the spotlight," he says.

Asked whether he sees a need to recruit more people with experience of the private sector to cope with the challenges, Mr Spinetta points out that the Air France board already contains a number of "pretty

strong personalities" who have such experience. He singles out three of them: Francis Mer, chairman of Ustmoz, the French steel-maker; Jean-François Deslog, head of Saatchi, the pharmaceutical company; and Pierre Richard, chairman of Dexia, the Belgian banking group.

Mr Spinetta expresses confidence that the era of conflicts with the company's pilots - a highly paid and powerful segment of the Air France workforce - is over. This summer, the airline found itself in the embarrassing position of battling with the pilots just days before the World Cup soccer tournament started.

He bases his confidence on this year's agreement allowing the pilots to acquire up to 12 per cent of the company's capital in return for effective wage cuts. And he thinks this should provide the basis for a "structurally modified" long-term relationship.

The company's recently published first-half results did much to underline its new-found financial solidity, in spite of the impact of the pilots' strike. Freight traffic, which accounts for more than 10 per cent of the group's overall turnover, was down a sharp 12.4 per cent, however, partly due to the Asian crisis.

With other categories of employees, he refers to a problem confronting many European companies: how to manage a pay policy in the long term at a time of near-zero inflation. He argues that employees are generally not happy with a static pay packet, even if their purchasing power is maintained or a little improved.

He suggests the issue needs to be addressed by frank discussions and moves to put relations between staff and the company in a framework of multi-annual contracts.

On Air France's alliance strategy, he says it is too



Jean-Cyril Spinetta: breed for another busy year

early to know with which US airline the company will seek to build its planned global alliance.

He agrees with those who argue that one of the main reasons for building alliances between European and American airlines is simply that full-scale mergers are "legally impossible".

This goes some way towards explaining why cross-shareholdings between partners are out of favour.

Air France has established code-sharing agreements with more than 30 airlines worldwide, but is not yet in any global partnership.

Mr Spinetta evidently feels a branded link-up, which is more readily comprehensible to customers, is now desirable.

"One of the problems of Air France is not that we are lacking in alliances. It is that the system is not visible for our clients," he says.

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE
(Prices from Amsterdam Metal Trading)
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COMPANIES & FINANCE: UK

Small companies rethink needed, says KPMG

By David Blackwell

Institutions need to rethink their approach to smaller quoted companies following the weakest quarter for flotations and new share issues for almost 10 years, according to KPMG, the professional services group.

"There are a lot of undervalued stocks among the smaller companies and a professional investor should be looking at how you take advantage of that," said Neil

Anstin of KPMG Corporate Finance yesterday.

KPMG warned that the state of the new issues market is threatening to leave smaller companies in "a financial straitjacket" - unable to raise public equity capital on reasonable terms and forced to resort to private equity or debt finance.

It said government commitment to improve the lot of the more than 2,000 smaller quoted companies is vital. "In effect, the state of

the stock market for smaller companies is beginning to damage the real economy," KPMG said.

An annual survey of the new issues market by KPMG showed there were only 14 new stock exchange listings in the final quarter. That compares with 29 and 33 in the final quarters of 1997 and 1996. Excluding demergers, venture capital trusts and investment trusts, only three trading companies floated, raising less than £40m

(\$67m) between them - the smallest amount recorded by the firm this decade.

During the year there were 58 flotations, raising £3.87bn, down from 100 in 1997, when £6.73bn was raised.

Trading companies floated in the final quarter were MSW Technology, a computer software and information technology consultancy company; Financial Objects, the banking software group; and Biogen Pharma, a phar-

maceuticals company specialising in dermatological products. The arrival of these companies was more than offset by the departure of about another 40 companies, many of which were taken private.

Mr Anstin said institutional investors no longer liked smaller quoted companies. Consolidation in the financial services sector was leading to fewer staff managing bigger funds, which meant they wanted to invest

larger sums of money at a time.

The lack of liquidity in small stocks was compounded by a lack of research, with often just the house broker publishing it. It is now becoming difficult for any company to float below a market capitalisation of £100m.

The situation should improve next year. However, there is little chance of improvement before the second half.

Munich contract for Limit

By Christopher Brown-Humans

Limit, the biggest corporate investor in the Lloyd's insurance market, has bought an innovative reinsurance contract from Munich Re that should help to smooth its profits over the five underwriting years to 2002.

The contract, which was developed and negotiated by Instra, part of the Sedgwick Group, has used a technique familiar in capital markets. It will protect the group's underwriting against significant losses during the 1998-2002. At the same time, Munich Re will share in any significant profits that Limit makes. The contract is subject to limits, though details are not being released.

It is thought to be the first contract of its kind involving a large corporate capital company at Lloyd's.

Jonathan Agnew, Limit's chairman, said: "This reinsurance contract will give considerable protection to Limit's shareholders at an acceptable cost."



Tim Martin: 'trading in good and bad times'

Brendan Carr

Wetherspoon to open 80 pubs

By David Blackwell

JD Wetherspoon, the pubs chain, is to press ahead with its plans to invest £100m (£166m) and open a further 80 outlets and create 2,000 jobs in the coming year.

The move, which will increase Wetherspoon's pubs to almost 400, comes in spite of the pall of gloom surrounding the UK pub industry.

The tough trading condi-

tions in Britain's pubs had so far this month brought bad news from both national and regional groups. Also, figures from the British Licensed Retail Association show there had been no end in beer being smuggled from mainland Europe.

Jim Clarke, Wetherspoon finance director, said it was too early to assess Christmas trading, but like-for-like sales had improved considerably after a flat opening to

the financial year.

Tim Martin, founder and chairman, said Wetherspoon had traded through both good and bad economic times "and it hasn't made a lot of difference to the overall success of the business". Analysts were unanimous in pressing that the expansion plans were unchanged from September, when the group announced pre-tax profits for the year to August 2 of £25.1m (£17.8m).

Pools operators near agreement

By John Williams, Consumer Industries Editor

The UK's football pools operators believe they are close to an agreement with the government that would slash the betting duty paid on punters' stakes and sweep away restrictions on the industry in return for investment to preserve its future.

Under the agreement drawn up by the Pools Promoters' Association, pools betting duty would be cut from 28% to 17% per cent. Operators would be allowed to run pools on games other than football and to pay winnings through shops in the same way as the National Lottery.

The cut in duty will be used to invest in information technology to modernise the pools industry and help it compete with the lottery which has more than 35,000

terminals in retailers across the UK.

The aim is to secure the future of the industry, which has seen the amount spent on football pools fall almost two-thirds since the introduction of the lottery. The amount staked has fallen from £24m in 1983-84 to £36m last year.

The impact has been felt most heavily on Merseyside, a Labour heartland where Liverpool provides the base for the two largest operators. They are Littlewoods, the private pools and retailing company, and Vernons, part of Ladbrokes, the hotels and betting group.

Also hit has been Zetters, a small listed group based in London with 3 per cent of the market. It yesterday warned there was no future for the industry without both deregulation and a significant reduction in duty.

Laird pays DM17m for German distributor

By Thorald Harter

Laird, a automotive sealings and mouldings company, has bought Bavaria Elektronik, a manufacturer and distributor of electromagnetic interference (EMI) shielding products, for DM16.8m (£10m) cash.

The Munich-based company will become part of APM, the EMI business

which Laird bought from Monsanto, the US life sciences group, in 1986.

EMI shielding products are used to protect electronic goods such as computers and telephones from electromagnetic interference, which can affect performance. They also protect the user from any harmful effects.

They are made from low-density foam, which Laird

developed in its window seals business, wrapped in metallic-coated fabric.

APM's purchase of Bavaria, one of its largest distributors, will improve distribution in Europe. About one-third of APM products are sold through distributors, with the rest bought direct by big customers such as BMW and IBM.

The deal will increase

APM's exposure to the fast growing telecommunication industry, where Bavaria, strong, and will broaden product range.

EMI shielding products represent less than 5 per cent of Laird group turnover.

Bavaria, which was privately owned, is expected to have sales of about DM17m this year.

COMMENT

UK mortgages

The prediction by Halifax, the UK's biggest mortgage lender, that house price rises will slow to 4 per cent in 1999 is a reminder of the sluggishness of the housing market. Borrowers should be rubbing their hands with glee. Surety competition among mortgage lenders will become keener still. For instance, if base rates come down to 4½ per cent by the end of next year - the low end of the forecast range - the standard mortgage rate should fall from an average of 7.7 per cent to 6 per cent. This would simply maintain the prevailing 1½ percentage point spread.

But could this margin be squeezed further? The answer lies in the spread that really matters: between mortgage rates and the rates paid to savers. Although this has narrowed by more than half a point over the past couple of years, it remains comfortably above 2 per cent. So does it mean that the mortgage war has been a phoney one, with banks really giving little away? For most customers, the answer is yes. Savers, who outnumber borrowers by about six to one, have broadly paid for mortgage reductions. As old borrowers on the standard rate have subsidised special offers to new ones. So far the mortgage banks have limited the damage to profitability by confining their fiercest battle to a small section of the customer base. But the high rate remortgages and a backlash from savers could see a hard squeeze in the coming year.

JD Wetherspoon

Mention job creation in a news starved week and you are bound to attract some free publicity. Shareholders JD Wetherspoon, the UK pubs group, must hope the plan will help attract a few more customers to the fast-expanding chain. After all, like-for-like sales have only recently turned positive again. But they should not be impressed by yesterday's flannel. Plans to open up to 80 pubs a year - send capital spending to £100m - go back nearly two years. Indeed, the news they might have hoped for was a temporary lifting of the opening programmes as conditions have deteriorated in the over-pubbed UK market. Instead, they have a reminder of the risks. Net debt could reach £160m by the year-end, reducing interest cover to three times. What shareholders really need is reassurance that Wetherspoon can still deliver rapid earnings growth.

RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current dividend (p)	Date of payment	Dividends corresponding dividend	Total for year	Total last year
Colson Trust plc	Yr to June 30 4,382	(3,482)	0.948	(0.948)	8.05	(8.13)	-	-
Just £	5 mths to Oct 31 4.54	(1.09)	0.093	(0.48/4)	0.017	(0.18)	-	-
Zurich	5 mths to Sept 30 7.56	(0.77)	0.766	(1.05)	7.2	(10)	-	11
Investment Trusts	NAV (p)	Attributable earnings (p)	EPS (p)	Current dividend (p)	Date of payment	Corresponding dividend	Total for year	Total last year
Enterprise WIT	Yr to Oct 31 94.33	(94.1)	0.574	(0.538)	3.61	(2.2)	1.5	Jan 26 2.15 3 2.16

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. *Aim stock. □ Total income. - Comparatives for six months to June 30 1997. *After exceptional charges. †On increased capital.

European Community Newspaper.

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FINANCIAL TIMES

No FT, no comment.

Yamana Resources Inc.

8% Senior Secured Convertible Notes due July 17, 2003

NOTICE IS HEREBY GIVEN, pursuant to the Trust Indenture (the "Trust Indenture") dated July 17, 1998 between Yamana Resources Inc. (the "Corporation") and CIBC Mellon Trust Company (the "Trustee"), that the Corporation will exercise its right pursuant to Section 5.4(c) of the Trust Indenture to pay interest due on the Notes on January 17, 1999 by issuing common shares of the Corporation. The number of Common Shares to be issued will be that number of Common Shares (rounded down to the nearest whole number) which when multiplied by 87% of the U.S. Dollar Equivalent of the Average Market Price of the Common Shares (as such terms are defined in the Trust Indenture) equals the aggregate amount of such interest payable. To receive certificates for the Common Shares, each beneficial holder of interest coupons entitled to receive Common Shares should forward payment for evidence of payment of any taxes or duties payable, a duly completed ownership certificate (if resident in Canada) and a properly completed interest payment notice to one of the Conversion Agents set out below. All interest coupons, being as specified dispositive, shall automatically be submitted for payment of interest coupons in its possession that are being held on behalf of the beneficial holders of such coupons. For payment where interest coupons are not being held by Midland Bank plc, the person in possession of such coupons must surrender them (together with the Interest Payment Notice and other documents previously received) to one of the following Conversion Agents, as applicable:

Outside of Canada:

Midland Bank plc
Midland House
Pier Street
London EC2M 6PP

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Tel: 0171-873-4928 Fax: 0171-873-4296

THE ROYAL BANK OF CANADA

U.S. \$360,000,000 Floating Rate Debentures due 2005

In accordance with the Terms and Conditions of the Debentures, the interest rate for the period 31st December, 1998 to 29th January, 1999 has been fixed at 5.875% per annum. On 29th January, 1999 interest of U.S. \$4,581,897 per U.S. \$1,000 nominal amount of the Debentures will be due for payment. The rate of interest for the period commencing 29th January, 1999 will be determined on 27th January, 1999.

Agent Bank and Principal Paying Agent:
BANK OF CANADA
OF CANADA

Republic of Venezuela

U.S. \$167,000,000 Floating Rate Notes due 2003

For the period from December 31, 1998 to June 30, 1999 the interest rate on the Floating Rate Notes will be determined at 5.875% per annum. The interest rate on the Floating Rate Notes will be determined at 5.875% per annum. The interest rate on the Floating Rate Notes will be determined at 5.875% per annum.

By The Global Vantage Fund
London, Agent Bank
December 31, 1998

Notice of Redemption

The Nippon Credit Bank, Ltd.
(the "Bank")

U.S. \$150,000,000 1½ per cent. Convertible Bonds 2002 (the "Bonds")

NOTICE IS HEREBY GIVEN that, pursuant to the first paragraph of Condition 6(B) of the Bonds, the Bank, has elected to exercise its right to, and shall, redeem on the February 1, 1999, all of the outstanding Bonds at their principal amount together with accrued interest to such date of redemption.

30th December 1998 The Nippon Credit Bank, Ltd.

EURO PRICES

EQUITIES

Fears raised over 1999 earnings

By Vincent Robert

European stock markets posted small gains yesterday in quiet holiday trading as thoughts remained firmly fixed on the euro's introduction this weekend. Despite the absence of many big institutions, the mood remained upbeat, with UK stocks leading the way.

European central bankers admitted 1999 would be tough on the economic front, confirming analysts' fears of lower corporate earnings. But the bankers suggested interest rates were likely to

be steady well into next year and that neither inflation nor deflation posed an immediate threat.

The FTSE Eurotop 300 index of leading European shares rose 5.05 to 1,191.62, while the FTSE Eurotop 100 index rose 14.7 to 3,749.08. The FTSE Eurozone 100 index of euro-zone stocks rose 1.87 to 1,000.64.

The strategy team at HSBC said corporate profits would rise about 8 per cent next year. European markets were in "a secular bull trend" and would remain there until US interest rates rose - as they would have to, the bank predicted, to

restrain the US economy and correct the financial imbalance in the personal sector.

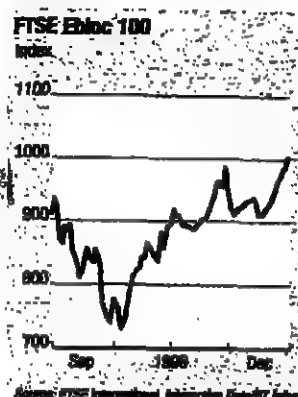
"Rising US interest rates are likely when they come this will trigger a major bear market," the bank said. "In the meantime equities in Europe are likely to remain in an upward trend although the differential between winners and losers is likely to increase."

Defence stocks were among the highlights, largely on the strength of moves to bring forward a pan-European merger linking GEC and Thomson-CSF. Shares in the UK electronics group rose Ecu 0.10 to Ecu

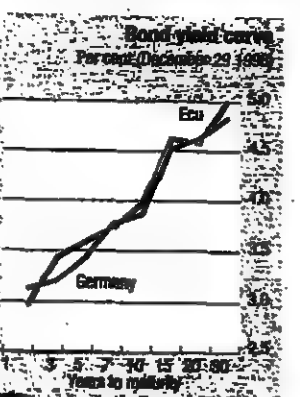
7.87, while the French engineering group climbed Ecu 0.80 to Ecu 34.30.

Telecoms stocks recovered their poise after Monday's falls in German telecoms shares, and the sector recouped some losses to close 0.14 per cent higher. Deutsche Telekom gained Ecu 0.50 to Ecu 28.53, while Vodafone rose Ecu 0.30 to Ecu 14.10.

Profit-taking after Monday's surge dented DaimlerChrysler, which shed Ecu 0.60 to close at Ecu 94.15, and other German car makers were also lower. But Renault bucked the trend to add Ecu 1.40 to Ecu 37.18.



Source: FTSE International



Source: FTSE International

FISE Actuaries Share Indices				European Shares	
Dec 29					
Western & European	East Index	Day's %	change point	Yield guess %	net adj. yield
FISE Europe300	1197.82	+0.63	+6.05	2.80	26.50
FISE Europe300	2745.08	+0.31	+47.78	3.28	48.15
FISE Euro100	1000.04	+0.18	+1.87	2.87	10.15
FISE Euro40	1134.78	+0.02	+0.25	2.94	2.10
FISE Europe Index	1032.45	+0.12	-1.47	3.24	10.28
FISE Euro40 & UK	1032.45	+0.20	-2.42	3.27	10.21
FISE Europe300 Angles					
Germany	1251.83	+0.17	+6.16	3.02	31.85
France	1198.19	+1.25	+13.68	2.74	35.35
Europe Ex-Germany	1142.71	+0.70	+7.98	2.88	28.57
Europe Ex-UK	1129.38	+0.81	+3.39	3.06	18.51
FISE Banking Industry Shares					
REINDEXED	871.86	+0.14	+1.34	3.30	39.22
					31.51

FT MANAGED FUNDS SERVICE

● FT Cliquette Unit Trust Prices are available over the telephone. Call the FT Cliquette Help Desk on 1-844-371-8723/8728 for more details.

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[illegible]

*In other countries, call directory assistance or ask your hotel concierge.

مجلس الامم المتحدة

LONDON STOCK EXCHANGE

TRADING VOLUME

Major Stocks yesterday

No. of Shares

Value

Change

Day's

High

Low

Open

Close

Bid

Ask

Spread

Volume

Value

Change

Day's

High

Low

Open

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BP and Quadrant flesh out skeleton trade

MARKET REPORT

By Peter John

UK blue chips shrugged off

their pre-Christmas tremors

and continued the recent

run that has surprised so

many strategists.

The FTSE 100 index ran

ahead more than 100 points

in the first couple of hours

and, although it came under

pressure later in the day

after the Dow Jones Indus-

trial Average opened

weaker, it closed up 74.3 at

5,941.5.

The smaller indices, which

had held up on Christmas

eve, saw lesser gains. The

FTSE 250 rose 30.7 to 4,943.5

and the SmallCap 9.3 to

2,061.7.

However, the real story

was in the turnover. Volume

by the 6pm cut-off reached

only 266m shares - and more

than 13 per cent of that was

in two stocks: BP and Quad-

rant Healthcare.

BP, which is poised to

merge with Amoco of the

US, so prompting a big asset

shift as fund managers

adjust their weightings in

what will be the UK's big-

gest company, saw 23m

shares traded; Quadrant Health-

care saw 16m change hands. Ex-

shareholders bailed out from

Andaris, a company Quad-

rant bought in October.

By contrast, turnover on a

normal working day - even

on Mondays and Fridays

when volumes are tradition-

ally light - would be light at

800m shares.

The trains were empty

and there was a skeleton

staff in the offices," said the

head of sales trading at one

broker.

"Morning meetings were

more or less cancelled. There

was trading but Sets [the

stock exchange's electronic

trading system] was pretty

ugly. Prices were wider and

a little less deep than you

would normally get."

Other dealers said there

were basket trades carried

out but they reflected not-

ing more than arbitrage

between the Footsie and the

relevant futures contract

and the day's activity was

futuristic.

Business was broadly on

hold until the launch of the

euro on January 1. Some

strategists believe there

could be a flood of buying

from European institutions

which have been waiting on

the sidelines to see how the

launch goes and which have

cash to invest.

Others argue that the

"January effect" - a sharp

rise in equities as fund man-

agers make their new year

investment decisions - has

already happened.

A sceptical Richard Ker-

ley at CSFB maintains an

end-of-1999 forecast of 6,500,

just 250 points above last

year's close.

He says: "While the pros-

pect of falling interest rates

and strong liquidity inflows

suggest that there is scope

for some additional re-rating

of the UK market, this

increasingly feels like the

last leg of the p/e expansion

phase of the bull market."

The prospect of lower

interest rates and hopes of

further sector consolidation

next year kept banking

stocks in demand.

Barclays, often spoken of

as a bid target, rose 34 to

£13.38 while Halifax hard-

ened 12½ to £6.24. Bank of

Scotland rose 14 to 71p and

National Westminster

gained 23 to £11.94.

Tightly held merchant

banking group Schroders

jumped 64 to £11.67 to make

a high performing stock

a top FTSE 100.

Lloyds-TSB, which was

tipped by NatWest Stock-

brokers, jumped 13 to 97p.

Pharmaceuticals stocks

were well bid with the

recent announcement that

Zaneca is to merge with

Astra of Sweden, reviving

old hopes that SmithKline

Beecham and Glaxo Well-

come might link up.

Glaxo gained 47 to £20.78,

SmithKline 23½ to £4.92

and Zaneca 23 to £26.20.

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Tightly held merchant

NEW YORK STOCK EXCHANGE PRICES

4 pm close December 29		NEW YORK STOCK EXCHANGE PRICES	
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965	966	967	968
969	970	971	972
973	974	975	976
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993	994	995	996
997	998	999	1000

EUROBENCH "INSECTS" INDICES

Index		SET1	Set2	Percent 22-12-2008	Change on 22-12-2008	% Change	1998 Index	1998 Low
WSEMI	USD	2228.00	2228.00	223.8	+8.53	+0.25	2451.00	1405.56
NASDAQ	USD	2888.33	2888.33	2804.0	+7.16	+0.25	3050.00	1405.56
Top-500 global	USD	3440.00	3385.00	1925.6	-54.00	-1.58	3700.00	1594.67
EU5000	EUR	2228.00	2228.00	223.87	+7.48	+0.23	2200.00	127.00
EU100	EUR	128.00	127.85	1026.45	+0.15	+0.00	1033.90	113.00
EU30	EUR	1428.00	1417.00	1474.23	+0.00	+0.04	1427.76	113.00
Europe Chemicals	EUR	128.00	127.85	155.32	+0.15	+0.11	160.00	113.00
EU70000	EUR	2228.00	2228.00	183.50	+0.00	+0.00	183.50	155.31
Europe	USD	2571.00	2565.00	212.03	-6.00	-0.28	2566.47	155.31
EU10.0	EUR	104.00	103.80	154.59	-0.20	-0.00	200.00	102.52

Further information about the INSECTS and constants Index available for download on our web-site: <http://www.insects.com>
and further information about Eurochems on our website: <http://www.eurochems.com>. A free daily news service can also be subscribed to on the web. For hard copy information please call London (+44 201 335 7888) or New York (+1 212 550 9450).

GLOBAL EQUITY MARKETS

US INDICES

	Dec 28	Dec 29	Dec 30	1998 High	1998 Low	Stock completion Low
Dow Jones	8206.75	8217.39	8222.03	8274.37	7938.07	527.58
S&P 500	1061.50	1062.50	1062.75	1067.12	1054.42	12.70
Nasdaq	3040.83	3044.08	3054.58	3066.02	2945.00	110.52
US 10 Yr	6.12	6.12	6.12	6.12	6.12	0.00
US 30 Yr	6.12	6.12	6.12	6.12	6.12	0.00
US 1 Yr	5.12	5.12	5.12	5.12	5.12	0.00
US 6 M	5.12	5.12	5.12	5.12	5.12	0.00
US 3 M	5.12	5.12	5.12	5.12	5.12	0.00
US 30 Day	5.12	5.12	5.12	5.12	5.12	0.00
US 15 Day	5.12	5.12	5.12	5.12	5.12	0.00
US 7 Day	5.12	5.12	5.12	5.12	5.12	0.00
US 1 Day	5.12	5.12	5.12	5.12	5.12	0.00

■ RATIOS

	Dec 24	Dec 18	Dec 11	Year ago
Dow Jones Ind. Div. Yield	1.66	1.71	1.72	1.76
S & P Ind. Div. Yield	1.23	1.21	1.22	1.40
S & P Ind. P/E ratio	35.89	35.35	35.71	25.83

■ US DATA

■ MARKET ACTIVITY

Volume	Trading	Dec 24	Dec 23	NYSE	Dec 28	Dec 24	Dec 23
NYSE		371,500	245,800	827,500	1,035	3,539	3,541
Amex		52,500	14,400	36,400	1,000	1,077	1,089
NASDAQ		671,916	446,300	173,511	48	1,291	1,067

■ NYSE TRADING ACTIVITY

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INDEX FUTURES																							
NY SEP 90								NY MAR 90 (25 x 100)								NY OME							
	Open	Last	Change	High	Low	Est. vol.	Open Int.		Open	Sell Price	Change	High	Low	Est. vol.	Open Int.		Open	Sell Price	Change	High	Low	Est. vol.	Open Int.
Mar	1297.50	1298.50	+2.80	1297.30	1296.30	38,897	369,336	Dec	3875.0	3885.0	+10.0	3912.0	3860.0	84,277	68,046	Mar	719.00	712.00	-3.00	722.50	709.00	12,195	180,824
Mar	1294.70	1294.70	+1.00	1294.70	1294.70	142	8,000	Mar	3891.5	3890.0	+10.0	3913.0	3880.5	52,741	129,239								
Midland 2800	Open	Sell Price	Change	High	Low	Est. vol.	Open Int.	NY OME	Open	Sell Price	Change	High	Low	Est. vol.	Open Int.	NY OME	Open	Sell Price	Change	High	Low	Est. vol.	Open Int.
Mar	13750.0	13800.0	+100.0	13870.0	13640.0	14,765	1,01,534	Mar	5057.0	5066.0	-20.00	5100.5	5030.0	7,881	53,440	Mar	7300.0	7226.0	-65.0	7300.0	7201.0	8,200	116,072
Mar	13600.0	13760.0	+160.0	13760.0	13590.0	91,200	5,009,010	Mar	5120.0	5120.0	-10.00	5120.0	5100.0	263	3,310	Mar	7229.0	7184.0	+3.0	7229.0	7229.0	4	1,887

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THE NASDAO-AMEX MARKET GROUP 4 pm close December 28

[illegible]

THE NASDAQ-AMEX MARKET GROUP

[illegible]

STOCK MARKETS

Wall Street edges higher in thin trade

AMERICAS

Blue chips reversed a sluggish start to lead Wall Street higher in early afternoon trading, writes John Labate in New York.

By then the Dow Jones Industrial Average had gained 68.77 or 0.8 per cent to 9,296.52. The Standard & Poor's 500 index was slightly stronger, adding 11.21 or 0.9 per cent at 1,236.70.

Trading volume was thin, as expected during the week leading up to the new year. Advancing shares pulled ahead of decliners by four to three on the NYSE.

Mild selling in high-tech shares put a damper on the Nasdaq composite, which trailed the broader market with a gain of less than 1 point at 2,181.01. Shares of Dell Computer, one of this year's best performers, came off \$4 to \$74.

Monday's euphoria for major internet shares gave way to profit-taking throughout much of the morning, with Amazon.com down \$14½ to \$397¼ and Yahoo! falling 77¼ to \$297¼.

But online brokerage stocks swam against the tide, with Ameritrade Holdings up \$2½ to \$35½ and E*Trade climbing \$3½ to \$60½.

In the energy sector, Conoco fell \$4 to \$30½ after the

company said it would take a \$50m charge in the fourth quarter. Halliburton, the oil services company, lost \$2½ or more than 8 per cent to \$30 after it issued news of its own fourth-quarter charge of \$50m late on Monday.

In the Dow, AT&T was 29¼ higher at \$76½ after the company released new information about its job-cutting programme.

Bookseller Barnes & Noble gained more than 10 per cent at \$44½ after Morgan Stanley Dean Witter raised its target price for the stock to \$45.

But Ziff-Davis was down 5 per cent to \$17½ after Morgan Stanley cut its rating to "neutral".

TORONTO moved lower in thin volumes as investors made a slow return to the market after the four-day Christmas break.

At the noon count, the 300 composite index was off 23.70 at 6,441.70.

Banks set the early tone with Royal Bank of Canada off 45 cents at C\$76.45 and Bank of Montreal dipping 10 cents to C\$28.40. Gold, too, was dull. Barrick shed 30 cents to C\$28.40.

Among telecoms, Northern Telecom gave up C\$1.25 at C\$77.95 and BCE 90 cents at C\$37.10. In the metals-based sectors, Alcan Aluminium fell 40 cents to C\$41.55.

São Paulo falls sharply

SAO PAULO dropped sharply in early trading amid investor nervousness about the recent rapid movement of dollars out of Brazil. The Bovespa index was 206 or 3.0 per cent lower at 6,893.

Monday's session on the foreign exchange markets yielded a net dollar outflow of \$1bn, meaning that a net \$4.5bn has left the country this month.

Currency traders say that many companies and banks are using dollars to meet overseas year-end bond and loan obligations.

BUENOS AIRES weakened as concerns about the health of Brazil continued to worry local investors. The Merval index was 6.92 or 1.4 per cent lower at 428.06 at mid-session. Declining issues led advances 17 to nine.

Paris advances in front of futures expiry

EUROPE

Helped by technical support ahead of tomorrow's futures expiry, PARIS ended within a whisker of its best of the session, gaining 18.0 at 3,891.10.

Thomson-CSF climbed to FF220 after the group confirmed talks with GEC aimed at a CSF link with the UK group's Marconi defence operations. The shares closed up FF5.30 at FF226.

In FF235.5m turnover that stood out on what was generally a seasonally thin session.

L'Oréal gained FF58 at FF3,986 and Renault was also firm, rising FF9.30 or 4

per cent to FF245. Among motor components, Michelin and Valeo were weak, dipping FF8 to FF222 and FF15 to FF231 respectively.

Spectacles chain Grandvision, which has fallen steeply this year, bounced on

the back of bid talk. The shares added FF11.30 or 3.7 per cent at FF140.30 after a local press report suggested that retail giant Pinault-Printemps was keen to take a stake.

FRANKFURT continued to rally, adding 16.05 at 5,068.30 on the Xetra Dax index. Telecoms recovered after marked weakness on Monday when a wave of competition worries sparked selling.

Deutsche Telekom gained 9.5 pps to DM55.97 and Mannesmann added DM5.30 at DM197.80.

In insurers, Munich Re rose DM14.80 to DM512 and Allianz gained DM16.50 to DM511.50.

Share buy-back news sent BHP-Billiton down 25 pps to DM67, with the bank confirming it had acquired 3.4 per cent of its capital over the past two months.

MILAN edged lower on a quiet day dominated by domestic fund activity. The Mibtel index closed 72 or 0.3 per cent down at 23,648.

Olivetti, the computer and telecommunications group,



recovered from profit-taking in mid-session to end L30 or 2.3 per cent higher at L5,710. The stock has been buoyed by optimism about the prospects for its infrastructure fixed-line unit.

Olivetti shares, which were the most heavily traded on the bourse yesterday, have risen 509 per cent since the start of the year.

Mediobanca, the merchant bank, closed L187 or 0.8 per cent up at L23,412 as investors continued to show faith

in its prospects after the launch of the euro in the new year. The stock has gained 20.1 per cent in the last five sessions.

AMSTERDAM finished close to all square after a session of narrow trading. The AEX index was up 2.28 at 1,194.67 at the close, with financials providing some of the day's liveliest action.

ASB Amro ended off 10 cents at F140.40 in 10.8m shares traded while ING gained F1.50 to F117.10. A

dull day for the dollar sparked selling at ERM, which dropped F1.50 or 2.6 per cent to F155.20. Philips dipped F1.10 to F1126.70.

HELSINKI fell for the first time in nine sessions as investors took profits from market leader Nokia.

The Hex index closed 91.08 or 1.6 per cent lower at 5,638.28. The index had risen 15 per cent in the previous eight days' trading.

Nokia, which closed at FM685.50 on Monday, reached FM650 before investors started to sell in earnest. The stock, which had climbed 20 per cent in eight sessions before yesterday, ended FM5.50 or 0.8 per cent down at FM630.

Raisio, the food group, continued its variable performance ahead of the US launch of Bencel, its cholesterol-cutting food agent. It lost FM3.80 or 5.8 per cent to finish at FM56.70.

Telenor, the media company, continued to enjoy the benefits of positive reviews on the bourse and in the media.

The stock jumped FM5 or 6.3 per cent to close at FM635. It has gained 51.8 per cent in the last five days' trading.

MADRID gave back early gains after Wall Street opened lower. On a day of thin trade, the general index shed 12.9 to end at 9,940.7.

Although the index climbed above 10,000 at one point, dealers said investors had little incentive to buy further. The volume of shares traded was low at Ptas108m.

IBEX35 slipped in a session that attracted little investor interest. The SMI index of leading shares dropped 52.5 or 0.7 per cent to 7,203.0.

Financial stocks failed to provide the kind of support they lent the market on Monday.

UBS fell SFr7 or 1.6 per cent to SFr422, while Credit Suisse Group closed SFr3.25 or 1.5 per cent lower at SFr220.25.

Written and edited by Jeffrey Brown, Michael Peel, Peter Hall and Paul Grogan

Tokyo moves ahead despite rise in bond yields

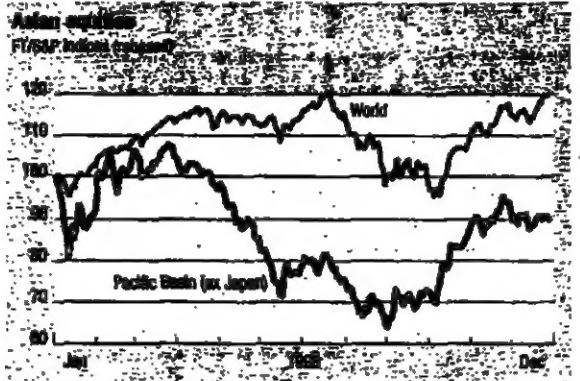
ASIA PACIFIC

Shares in TOKYO, boosted by last-minute trades of a large lot futures order, rose in spite of a rise for ten-year government bond yields, writes Alexandra Neuhof.

The Nikkei 225 Average rose 137.84 or 1 per cent to close at its session high of 13,664.79. The Nikkei 300 rose 2.08 to 216.81 while the Topix index of all first-section shares rose 8.94 to 1,088.83.

Volume was light with 226m shares traded. The momentum was up, with 635 shares advancing and 435 declining.

Toyota Motor gained ¥180 to ¥3,130 and Nissan Motor ¥11 to ¥346. Sectors dependent on dollar-denominated raw materials like forestry, paper and pulp, and iron and steel, rose more than 2 per



cent as the yen improved in foreign exchanges.

Oil Paper rose ¥21 or 3.6 per cent to ¥589, Nippon Steel ¥5 to ¥206, Kawasaki Steel ¥9 to ¥174 and Sumitomo Metal ¥3 to ¥126.

The bank sector fell 0.7 per cent, with Sakura Bank down ¥5 to ¥256 after

reporting it would consider a request from construction company Fujita for debt waivers. Fuji Bank fell ¥6 to ¥455 on a report it would sell ¥217m in new shares to Fuyo group companies.

Tokio Marine and Fire Insurance rose ¥48 to ¥1,277 on local newspaper reports

that it planned to transform its derivatives venture with Bank One into a securities brokerage.

Metals Electric Industrial rose ¥21 to ¥2,005 after announcing the purchase of an 8.1 per cent stake in PolyGram, the music company recently acquired by Seagram of Canada.

The yield on the 10-year government bond rose 18.5 basis points to 1.87 per cent. In Osaka, the OSE index fell 11 to 1,464.

HONG KONG rallied but volumes stayed minimal and brokers said trading was again mostly technical with futures-related trading dictating direction. News of a 7.1 per cent third-quarter contraction for the economy came after market hours.

HSBC rose \$6 to HK\$197.50 to account for about half the overall 55.83 rise to 10,225.87 on the Hang Seng index. HK

Telecom added 15 cents to HK\$13.90. Fabric maker Ying Wing made a smooth debut, closing at HK\$1.01 against a notation price of \$2.51.

KUALA LUMPUR pushed higher as local funds bought selective blue-chips ahead of the new year. Tenaga rose 80 cents to M\$6.50 and Telekom 40 cents to M\$6.90. The composite index ended 10.09 or 1.3 per cent ahead at 586.23.

BANGKOK was dragged down by a fall in banking stocks. The composite index closed 6.45 or 2.4 per cent lower at 851.51.

The banking sector index lost 5.3 per cent. Brokers said investors had become more wary of banks since the central bank announced on Monday that there had been an increase in non-performing loans.

Kia Motors shed \$20.75 or 6.4 per cent to end at \$311. Krung Thai Bank dropped

\$23 or 9.4 per cent to \$219.25 and Siam Commercial Bank fell \$11.75 or 9.2 per cent to \$117.25.

MANILA prepared on late buying of blue-chip stocks. The composite index ended 35.84 or 1.9 per cent higher at 1,968.78 compared with its 1998 starting level of 1,981.27 and a year-low of 1,082.18 in September.

SOUTH AFRICA Shares in Johannesburg improved for the third day running, with financials continuing to push higher. The all share index rose 47.7 to 5,398.5.

Money market rates continued to soften and financials gained 2 per cent amid hopes of interest rate cuts. Investec jumped \$2.40 or 4.6 per cent to \$118.50.

In metals, Implats rose R3 to R78.

CITRA MARGA FINANCE B.V.

P.T. CITRA MARGA NUSAPHALA PERSADA

NOTICE TO THE HOLDERS OF THE GUARANTEED US\$ 175,000,000 FLOATING RATE NOTES DUE DECEMBER 1998

NOTICE is hereby given that a meeting of the holders of the above Notes will be held at the Hilton Hotel, Ballroom 1A, 3rd level, Singapore on January 21, 1999, at 2.00 p.m. (the "Noticeholders' Meeting") for the purpose of hearing and considering certain proposals relating to the restructuring of the Guaranteed US\$ 175,000,000 Floating Rate Notes due December 1998 (the "Notes"), and (if thought fit) passing, with or without amendment the following resolutions as Extraordinary Resolutions, certain of which are special quorum resolutions (each a "Resolution").

- that, a committee of the holders of the Notes (the "Steering Committee") be appointed in accordance with Schedule 3 clause 2(i) of the Trust Deed dated December 14, 1997 made between Citra Marga Finance B.V. and P.T. Citra Marga Nusaphala Persada and BT Trustees (Hong Kong) Limited, to consider and approve, in accordance with the terms of reference to be agreed in relation to the Steering Committee (the "Terms of Reference"), on behalf of all holders of the Notes such restructuring of the Notes as they shall consider appropriate (the "Restructuring");
- that, the maturity date of the Notes be extended from December 16, 1998 to April 21, 1999 in order for the Noticeholders, the issuer and the Guarantor to agree the Restructuring, provided that such extension of the maturity date shall be conditional on the Guarantor and the Issuer satisfying all of the conditions set out in the letter addressed to the Issuer and the Guarantor from BT Trustees (Hong Kong) Limited dated December 15, 1998 and such other conditions, if any, as may be proposed by the Steering Committee at the Noticeholders' Meeting;
- that, the Steering Committee may, on behalf of the Noticeholders, take additional matters in connection with the Restructuring for such matters to be approved by the Noticeholders, as Extraordinary Resolutions or otherwise, at the Noticeholders' Meeting;
- that, provided that the Steering Committee approves the Restructuring on behalf of Noticeholders in accordance with the Terms of Reference, on or before April 21, 1999, and subject to such further conditions as the Steering Committee may consider appropriate, the maturity date of the Notes shall be extended for a further three months from April 21, 1999 in order to document the Restructuring;
- that, the Trustee be authorised to execute such documentation subject to the Trustee's satisfaction as may be necessary to implement the foregoing arrangements.

General

The attention of Noticeholders is particularly drawn to the quorum required for the meeting and for any adjourned meeting, which is set out below. Having regard to such requirements, Noticeholders are particularly requested either to take steps to be represented at the meeting, or referred to below or to attend in person.

In accordance with normal practice, the Trustee expresses no opinion as to the merits of the proposals as presented to the Noticeholders and in relation to the Notes. The Trustee has not been involved in formulating the proposals and recommends Noticeholders who are in any doubt as to their impact to seek their own professional advice.

The quorum shall be two or more Noticeholders or agents holding or representing not less than 75% in principal amount of the Notes for the time being outstanding, not being Notes which are beneficially held by or on behalf of the issuer or any of its subsidiaries and not yet cancelled. If a quorum is not present within 15 minutes from the time initially fixed for the Meeting, it shall, if convened on requisition of Noticeholders or if the issuer and the Trustee agree, be dissolved. In any other case it shall be adjourned until such date, not less than 14 nor more than 42 days later, and time and place as the chairman may decide. If a quorum is not present within 15 minutes from the time fixed for a meeting so adjourned, the meeting shall be dissolved. At such adjourned meeting the quorum shall be two or more Noticeholders or agents holding or representing not less than 25% in principal amount of the Notes for the time being outstanding.

Noticeholders may appoint proxies or representatives by instrument, and providing the required details to, the relevant clearing system at least 72 hours prior to the Noticeholders' Meeting.

Voting certificates for the meeting will be obtained from the Principal Paying Agent or Paying Agent by Noticeholders at the Noticeholders' Meeting.

To be passed, each Resolution requires a majority of not less than 75% of votes cast at the Noticeholders' Meeting. If passed, the resolution shall be binding on all the Noticeholders, whether or not present at the Noticeholders' Meeting, and all the Noticeholders and each of them shall be bound to give effect to it accordingly.

BT Trustees (Hong Kong) Limited, December 30, 1998

The Issuer
CITRA MARGA FINANCE B.V.
c/o Citra Marga Building, 9th Fl.
Jalan Gator Subroto Kav. 35-36
Jakarta 12950, Indonesia

The Trustee
BT TRUSTEES (HONG KONG) LIMITED
36th Fl., Two Pacific Place
88 Queensway
Hong Kong

The Guarantor
PT CITRA MARGA NUSAPHALA PERSADA TBK
Citra Marga Building, 9th Fl.
Jalan Gator Subroto Kav. 35-36
Jakarta 12950, Indonesia

Principal Paying Agent
BANKERS TRUST COMPANY, HONG KONG BRANCH
36th Fl., Two Pacific Place
88 Queensway
Hong Kong

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<ul style="list-style-type: none"> Tulip XD Pentium II 400 64mb RAM 6.5gb IDE Hard Disk 32x CD ROM 4mb AGP Video card 	<ul style="list-style-type: none"> 56k Modem Audio & Speakers Windows 95 15" Monitor Keyboard & Mouse
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